



The Influence of Information Technology Users, Employee Empowerment, and Work Culture on Employee Performance at the Ministry of Law and Human Rights Regional Office of Riau Islands

Pradanna Putra Tampi¹, Septa Diana Nabella², Dewi Permata Sari³

¹Student of Management Studies Program, Universitas Ibnu Sina, Jl. Teuku Umar, Lubuk Baja Kota, Kec. Lubuk Baja, Kota Batam, Kepulauan Riau 29444

^{2,3}Lecturer of Management Studies Program, Universitas Ibnu Sina, Jl. Teuku Umar, Lubuk Baja Kota, Kec. Lubuk Baja, Kota Batam, Kepulauan Riau 29444

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ABSTRACT

Keywords:

Use of technology;
Empowerment;
Culture;
Performance;

This research examines the influence of Information Technology, Employee Empowerment, and Work Culture on Employee Performance at the Ministry of Law and Human Rights of the Riau Islands Regional Office. The sampling technique used by the researcher is the Simple Random Sampling Technique using the formula from Slovin. The data collection technique in this study used a questionnaire that was given directly to the respondents. The data analysis method used by the researcher is a descriptive quantitative analysis using Multiple Linear Regression, Classical Assumption Tests, t-tests, and F-test and the coefficient of determination. The results of this study are the three independent variables namely Information Technology, Employee Empowerment, and Work Culture partially and simultaneously have a positive and significant effect on employee performance at the Ministry of Law and Human Rights Regional Office of Riau Islands

E-mail: dannatampi@gmail.com

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1. Introduction

The development of information and communication technology is now increasingly rapid, information technology is a set of tools that assist individuals in working and carrying out tasks related to processing information [1]. While communication technology is a tool or device that combines social aspects that allow each individual to get, send, and exchange information with other individuals [2].

Improving employee performance in the future requires information technology that not only functions as a means of support but rather as the main weapon to support the success of service to the community to be able to provide the best [3]. The existence and role of information technology in the work system have brought a new era of development in the world of work, but these developments have not been balanced with the increase in human resources that determine the success of employee performance in a government agency [4].

The phenomenon that occurs is that several work units under the Ministry of Law and Human Rights of the Riau Islands Regional Office such as the previous Immigration to provide services to the community still use an offline-based system such as queuing to be able to take care of some documents. With the existence of service innovations that prioritize information technology, the immigration office is increasingly innovating by making it easier for the public to process documents as currently being implemented, namely the Online Passport Queue Registration Application (APAPO), which is the latest technological innovation. Thus, this technology can provide convenience to employees and also the

public who want to take care of documents. Not only that, several digital-based technologies have been created and are already present today. Previously, the use of technology in several work units under the Ministry of Law and Human Rights of the Riau Islands Regional Office still used a manual system, but with innovations that continue to be developed, the manual system is now switching to digital functions.

Many factors affect employee performance, one of the factors that affect performance is employee empowerment [5]. Therefore, improving the quality of human resources through employee empowerment is very necessary, this is to change behavior so that they are better able to carry out activities in all fields [6]. Empowerment means encouraging them to be more involved in their activities within the organization as well as in making decisions that affect the progress of the organization [7]. This means that they have the opportunity to show that they can provide good ideas and have the skills to turn their ideas into reality. In improving employee performance, organizations must continuously strive to improve the insight, abilities, and work skills of employees.

Empowerment is one of the methods used to realize these efforts because at this time employees are a very important asset in achieving organizational goals. This empowerment will occur if there is a mutual relationship between superiors and subordinates, where superiors give greater trust to subordinates to participate in decision-making where it is to achieve better organizational goals [8]. The existence of a sense of trust given by superiors to employees makes employees more motivated because by including them in decision-making, they will feel that they are valued so that they are encouraged to carry out their duties and decisions with full responsibility. Thus, employees will work harder and become strong drivers to produce a good performance per organizational goals. The authority and responsibility that employees receive in their work will encourage employees to develop and optimize their abilities so that the work they produce is diverse, creative, and innovative and the abilities and experience possessed by employees are getting better. This makes the performance produced by employees better and maximal [9].

Employees as important organizational assets need to be invited to participate in thinking and handling strategic issues and even to the point of assigning responsibilities to achieve organizational goals. From here it is hoped that imagination, ingenuity, initiative, and creativity will emerge which are very beneficial for improving the quality of each employee and the progress of the organization. Therefore, the involvement of all levels of the organization is needed to face conditions that are increasingly fierce competition [10]. Only with this integration will the organization be better prepared to build a competitive advantage and exist in an ever-evolving market. Empowerment is very much needed at the Ministry of Law and Human Rights of the Riau Islands Regional Office where they are engaged in the field of Law and Human Rights. With the implementation of empowerment at the Ministry of Law and Human Rights, the Riau Islands Regional Office is expected to have a positive impact on employee performance. With empowerment, it is hoped that creative ideas will arise from employees which will be channeled so that it will affect the performance of employees in carrying out their duties [11].

The poor performance of our government apparatus' resources also results in the low performance of government institutions. The lack of equity in the division of tasks and responsibilities to all employees will make the empowerment of employees in the agency not carried out effectively. Although there is a salary increase, it does not automatically improve the performance of civil servants. This performance issue is a source of cynicism for people who deal with bureaucracy. The number of complaints obtained from service users stated that the performance of public organizations was a process of administrative delay and lack of efficiency. As well as complaints about government officials who do not have the initiative and are not transparent because they are based on written things are lazy, are afraid of superiors, and lack confidence in carrying out the tasks assigned to them. So in the practice of providing public services, service users are always victims.

Various complaints and public dissatisfaction with public services show the urgency of hope for changes in the performance of government employees for the better. To support this change, it is necessary to have a standard reference imposed by an organization. The standard reference is a work culture that systematically guides employees to increase their work commitment to the organization.

Work culture can function as demands that bind employees because it can be formally formulated in various organizational rules and regulations so that individuals within the organization will indirectly be bound so that they can form attitudes and behaviors that are under the vision, mission, and organizational strategy. The formation process will ultimately help in producing individuals who have high integrity. Later in addition to producing quality human resources will also be the success of an organization. A good organizational culture will have a great influence on the behavior of its employees because of the high level of togetherness and intensity to create an internal climate.

Work culture will also have an impact on organizational efficiency and effectiveness and employee empowerment in an institution. Work culture can help employee performance because it creates a great level of motivation for employees to give their best ability to take advantage of the opportunities provided by their organization [12]. A strong culture is a key to the success of an organization. A strong culture has 3 characteristics, namely: Clarity of values and beliefs (clarity of ordering); Spread of values and beliefs (extent of ordering); The robustness of core values and beliefs (core values being intensely held). In public or government organizations in Indonesia, the performance of public organizations is very important to realize good governance and clean governance, as well as support government tasks to provide the best service to the community by its characteristics as a public organization that is oriented to public services (public service-oriented), not for profit (profit-oriented). One of the big challenges for public institutions today is carrying out their performance effectively and efficiently because so far government agencies have been identified as slow, complicated, convoluted, and full of corruption, collusion, and nepotism.

Employee Performance, Performance greatly affects the ongoing activities of a company organization, the better the employee's performance will greatly help the organization in the development of the organization for the better. In a company or organization, performance affects several aspects of the company. For example, performance influences the company's strategic goals. Performance is a combination of three important factors, namely the ability and interest of a worker, the ability and acceptance of the explanation of task delegation, and the role and level of worker motivation [13]

Information Technology, the development of human civilization is accompanied by the development of ways of delivering information, hereinafter known as. At first, Information Technology was developed by humans in prehistoric times and functioned as a system for recognizing the forms they knew, they described the information they got on cave walls, about hunting and their prey. Until now, information technology continues to grow, but the delivery and form are more modern. Information technology includes computers (both hardware and software), various electronic office equipment, and manufacturing and telecommunications equipment [14]. Information technology is defined as science in the field of computer-based information and its development is very rapid [15]. Also stated that information technology is a technology used to process data. Processing includes processing, obtaining, compiling, storing, and manipulating data in various ways to produce quality information, namely information that is relevant, accurate, and timely [16]

Work Culture, organizational culture is a key characteristic that is upheld by the organization and all individuals in it as a distinguishing characteristic of other jobs [17]. Work culture is the point of solving external and internal problems whose implementation is carried out consistently by a group which then bequeaths it to new members as the right way to understand, think and feel about related problems as above [18]. While work culture is a set of value systems or norms, assumptions, or norms that have long been in effect, agreed upon, and followed by members of an organization as a guide for behavior and solving organizational problems. [19]. Work culture covers a broader and deeper aspect and becomes a basis for the creation of an ideal organizational climate. From these various definitions and concepts, it can be concluded that work culture is a characteristic that exists in an organization and becomes a guide for that organization so that it differentiates one organization from another. In other words, organizational culture is the norms of behavior and values that are understood and accepted by all members of the organization and are used as the basis for the rules of behavior of the organization [20].

2. Research Methods

The approach in this research is quantitative. The population is all elements that are the object of research, namely all employees at the Office of the Ministry of Law and Human Rights of the Riau Islands Regional Office totaling 1400 people. In this study, there was no classification of employee differences based on the type or status of the group, the two types of employment had the same treatment. Sampling for research if the subject is less than 100 people should be taken altogether, if the subject is large or more than 100 people can be taken 10-15% or 20-25% or more [21]. Calculation of the number of samples using the formula from Slovin, namely:

$$n = \frac{N}{\frac{N \cdot d^2 + 1}{1.400}}$$

$$n = \frac{1.400}{\frac{1.400 \times 0,1^2 + 1}{14 + 1}}$$

$$n = 93,33$$

So that the sample in this study was 93 respondents. Furthermore, the data collection technique used a questionnaire with a Likert scale. Then the data analysis uses multiple linear regression analysis.

3. Results and Discussion

3.1 Validity Test Results

Tabel 1
Validity Test Result

	X1.1	0,812	0,203	Valid
	X1.2	0,925	0,203	Valid
Information Technology Users	X1.3	0,886	0,203	Valid
	X1.4	0,905	0,203	Valid
	X1.5	0,894	0,203	Valid
Employee Empowerment	X2.1	0,765	0,203	Valid
	X2.2	0,854	0,203	Valid
	X2.3	0,874	0,203	Valid
	X2.4	0,905	0,203	Valid
	X2.5	0,867	0,203	Valid
Work Culture	X3.1	0,928	0,203	Valid
	X3.2	0,933	0,203	Valid
	X3.3	0,943	0,203	Valid
	X3.4	0,931	0,203	Valid
	X3.5	0,837	0,203	Valid
Employee Performance	Y1.1	0,814	0,203	Valid
	Y1.2	0,926	0,203	Valid
	Y1.3	0,905	0,203	Valid
	Y1.4	0,889	0,203	Valid
	Y1.5	0,827	0,203	Valid

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Based on the table above, shows that all of the question items for information technology users (X1), employee empowerment (X2), work culture (X3), and employee performance (Y1) have a corrected-total correlation ($r\text{-count}$) $>$ $r\text{-table}$, namely at significant level 5% ($\alpha = 0.05$) and $n = 93$. Therefore, the value of $r\text{-table} = 0.203$ proves that all items in this study are declared valid.

3.2 Reliability Test Results

Table 2.
Reliability Test Results

Variable	Cronbach's Alpha	N of Items	description
Information Technology Users	0,930	5	Reliable
Employee Empowerment	0,906	5	Reliable
Work Culture	0,951	5	Reliable
Employee Performance	0,922	5	Reliable

Source: Primary Data Processed, 2022

The output results above show Cronbach's Alpha variable using information technology (X1) of $0.930 > 0.60$, employee empowerment variable (X2) showing a value of $0.906 > 0.60$, work culture (X3) showing a value of $0.951 > 0.60$ and employee performance (Y1) $0.922 > 0.60$. This shows that all statement items in this study are stated to be reliable or consistent.

3.3 Normality Test Results

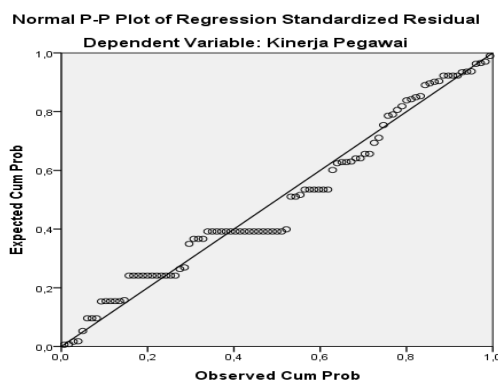


Figure 1. Data Normality Test Results

Normality testing is also strengthened by using the P-Plot graph test for testing the regression model residuals as shown in Fig. It can be seen that the points follow and approach the diagonal line so it can be concluded that the regression model meets the assumption of normality

3.4 Multicollinearity Test Results

It is known that the multicollinearity test results show that the information technology user variable has a VIF value of 3.200 and a tolerance value of 0.312. Employee empowerment has a VIF value of 3.579 and a tolerance value of 0.279. The work culture has a VIF value of 1.973 and a tolerance value of 0.507. Based on the test results, all variables do not have multicollinearity, because they have a tolerance value of > 0.10 and a VIF value of < 10.00 . It can be concluded that the regression model does not occur multicollinearity.

3.5 Heteroscedasticity Test Results

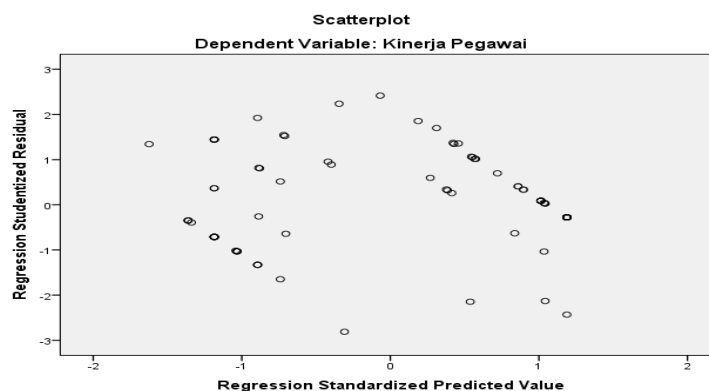


Figure 2. Heteroscedasticity Test Results

From the picture above, it can be seen that the test results using the Scatterplot show that the dots do not form a certain pattern or there is no clear pattern, and the points spread above and below the number 0 (zero) on the Y-axis, thus it can also be interpreted as free from heteroscedasticity).

3.6 Multiple Linear Regression Test Results

The results of multiple linear regression analysis show that:

- 1) Constant (α) = 2.270

Constants can be interpreted as numbers without variables, with a constant value of 2.270 meaning that performance does not affect other variables. In addition, it also means that the performance value is 2.270 without being influenced by the variables of information technology users, employee empowerment, and work culture.

- 2) Regression coefficient (β_1) = 0.283

If employee empowerment has increased, it is better for one unit, assuming other variables still allow for an increase in performance, namely 0.283 units. The positive direction means that if the use of information technology increases, the performance of employees at the Ministry of Law and Human Rights of the Riau Islands Regional Office will also increase.

- 3) Regression coefficient (β_2) = 0.340

The positive direction on the efficient regression means that the high employee empowerment affects the high performance in an organization. The coefficient value of 0.340 means that if employee empowerment has increased by one unit, then the performance of employees in the Ministry of Law and Human Rights of the Riau Islands Regional Office will increase by 0.340 units, assuming other variables remain.

4. Regression coefficient (β_3) = 0.297

The regression equation can be interpreted that the high organizational culture affects the performance of employees in an organization. The coefficient value of 0.297 means that if the work culture has improved by one unit, then the performance of employees in the Ministry of Law and Human Rights of the Riau Islands Regional Office will also increase by 0.297 units, then the other variables are constant.

3.7 F. Test Results

The results of the F statistical test have a probability value of $0.000 < 0.05$, so it can be concluded that all independent variables, namely users of information technology, employee empowerment, and work culture, together have a positive and significant influence on the dependent variable, namely employee performance.

3.8 t-test results

If the value of sig < 0.05 then the independent variable individually has a significant effect on the dependent variable. From the results above, it can be concluded that information technology users have a positive and significant effect on employee performance with a sig value of $0.001 < 0.05$. Then partially employee empowerment has a positive and significant effect on employee performance,

which is marked by a sig value of $0.000 < 0.05$ and a positive and significant influence of work culture on employee performance with a sig value of $0.000 < 0.05$.

3.9 Coefficient of Determination Results

Based on the results of the coefficient of determination test for a simple linear regression equation as shown in table 4.23, it is known that the R-value is 0.902, which means the correlation is very strong. Adjusted R Square shows the coefficient of determination or the role of variance (independent variable about the dependent variable) with the Adjusted R Square number of 0.814 indicating that 81.4% of employee performance variables are influenced by variables using information technology, employee empowerment, and work culture, the remaining 18, 6% is explained by other factors.

3.10 Influence of Information Technology Users on Employee Performance

The first hypothesis (H1) proposed in this study is the influence of information technology users on employee performance. Based on the regression results, it can be concluded that the information technology user variable has a positive and significant effect on employee performance. The results of this study indicate that users of information technology can improve employee performance. Understanding of information technology must continue to be developed properly for employees. If information technology is implemented properly and appropriately, it will support employee performance optimally. In this case, the computer facilities in the agency greatly affect the implementation of information technology in the agency. With more supporting facilities provided for users, it will make it easier for users to access the data needed to complete individual tasks within the agency. Information technology is applied in an agency with the hope that human resources who are users of the system can produce better output and increased performance. The results of previous research conducted [22][23][24] state that the use of technology has a significant effect on employee performance.

3.11 The Effect of Employee Empowerment on Employee Performance

The second hypothesis (H2) proposed in this study is the effect of employee empowerment on employee performance. Based on the regression results, it can be concluded that employee empowerment has a positive effect on employee performance. Thus, to increase employee empowerment is to provide opportunities for employees to expand their knowledge and skills in the field of work they are doing. In addition, efforts are made to increase employee empowerment through technical training related to the field of work they undertake. For employee empowerment, it is advisable that in the placement of employees and in filling structural positions, the aspects of the suitability of the educational background and competencies of individual employees should be considered. This is supported by research [25][26][27] which states that empowerment has a significant effect on employee performance.

3.12 The Influence of Work Culture on Employee Performance

The third hypothesis (H3) proposed in this study is the influence of work culture on employee performance. From the results of the study, it is clear that work culture affects employee performance in the organization. Work culture is not only a guideline or a similarity of behavior within the organization. However, from the results of this study, it can be concluded that in management practice, not only maintaining but building a work culture that is following organizational development will have a positive effect on the organization which ultimately leads to high-performance improvements in employees in the organization. In addition, work culture should no longer be seen as a legacy of the past or only as a written guideline for the organization. Work culture must be seen as a strategy in facing competition. Building a strong work culture requires a process because the changes that occur in the organization involve changes in the people who are in the organization including differences in perceptions, desires, attitudes, and behaviors. Strong work culture will trigger employees to think, behave, and act by the values of the organization. The compatibility between work culture and organizational members who support it encourages employees to improve their performance for the better. This is supported by research [28][29][30] which states that work culture has a significant effect on employee performance.

4. Conclusion

From the research that has been done, it can be concluded that the final results are: Users of information technology partially have a positive and significant effect on the performance of employees at the Ministry of Law and Human Rights of the Riau Islands Regional Office. Employee empowerment partially has a positive and significant effect on employee performance at the Ministry of Law and Human Rights of the Riau Islands Regional Office. Work culture partially has a positive and significant effect on employee performance at the Ministry of Law and Human Rights of the Riau Islands Regional Office. Information technology users, employee empowerment, and work culture simultaneously have a positive and significant impact on employee performance at the Ministry of Law and Human Rights of the Riau Islands Regional Office.

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