



UDC 331

## THE INFLUENCE OF NON-PHYSICAL WORK ENVIRONMENT, EMPOWERMENT, AND TRAINING ON THE PERFORMANCE OF HONORARY PERSONNEL IN THE FINANCIAL AGENCY AND REGIONAL ASSETS OF WEST MUNA DISTRICT, INDONESIA

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### ABSTRACT

The purpose of this study was to examine and explain the influence of the non-physical work environment, empowerment and training on the performance of contract employees at the West Muna Regency Regional Financial and Asset Management Agency. This research approach is a survey with an explanatory research design. Data collection was carried out using an instrument in the form of a questionnaire. Respondents in this study were all employees of the West Muna Regency Regional Financial and Asset Management Agency, namely as many as 59 people using a census method. The data analysis method of this research is descriptive analysis and Multivariate Regression Analysis. The results showed that the non-physical work environment partially had a positive and significant effect on employee performance, empowerment partially had a positive and significant effect on employee performance, training partially had a positive and significant effect on employee performance, and the non-physical work environment, empowerment and training together had a positive and significant effect on employee performance.

### KEY WORDS

Non-physical work environment, empowerment, training, honorary employees.

There has been a change in the administration of government in Indonesia, because of demands for regional autonomy, it cannot be denied that bureaucratic reform is urgently needed. The current bureaucracy, especially in government agencies in Indonesia, has received a lot of criticism and attention, because reform initiatives are urgently needed. Reform initiatives aimed at implementing clean government, providing fast and responsive public services, increasing the visibility of government programs and modernizing institutional management systems are part of the reform milestones. Even though Indonesia's decentralization occurred relatively quickly, there are still many problems and challenges faced by the government such as poor governance, inefficient administration and a performance measurement framework that is not well structured.

The issue of Human Resources (HR) in government officials in Indonesia, especially West Muna Regency, is currently still in the spotlight. Employees are a key element that has an important role and responsibility in the management and driving force of government organizations. However, the demand for regional autonomy cannot be denied that bureaucratic reform is urgently needed. Based on Law Number 9 of 2015, the implementation of decentralization requires a clear and transparent division of government powers between regional governments and the central government.

Reforming the management of government organizations, especially in the regions, is part of a strategic and important role in a series of broader public sector reforms under the main umbrella of public management. The aim of government bureaucratic reform is to achieve transparency in government transactions and clearer accountability to the public.

### LITERATURE REVIEW

The literature review in this study consists of two main parts, namely: theoretical study as a theoretical basis including HR Management theory, work environment, empowerment



theory, training theory, and employee performance. Empirical studies refer to previous research findings that are relevant to the constructs studied in this study. Finally, we mapped the influence between the study variables based on theory and previous research results.

Human Resource management has an understanding that is closely related to the management of human resources or employees in an organization, so that human resources can also be referred to as personnel, workforce, workers, employees, human potential as a driving force for the organization in realizing its existence, or potential which is an asset and functions as non-material capital in public and business organizations, which can be realized into real physical and non-physical potential in realizing existence in the organization (Nawawi, 2011: 4). HR management is concerned with the employee dimension, because every organization consists of employees, provides services, develops employee skills, motivates employees to improve higher performance and ensures that employees continue to maintain their commitment to the organization in order to achieve employee performance and organizational goals (Decenzo and Robbins, 2013:13).

HR management is an ongoing procedure with the aim of managing human resources in an organization with the right employees to be placed in the right positions and positions when the organization needs them as defined by Stoner (2013:6). HR management has a very important role and is a key factor in achieving organizational goals, so various experiences and research results in the field of HR are collected systematically in what is called HR management (Rivai et al., 2014: 7). Thus, HR Management is one area of general management which includes aspects of planning, organizing, implementing and controlling. This process is found in the functions or fields of production, marketing, finance and personnel in achieving organizational goals.

HR management is conducting job analysis, planning personnel needs, recruiting the right employees for specific jobs, directing and training, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes, and communicating with all employees at all levels Robbins and Judge (2018:16). Consistent with Dessler's opinion (2019:3) that HR management refers to the policies and practices that employees need to carry out or the HR aspects of management positions including recruitment, screening, training, rewards and assessment. Dessler (2019:4) further stated that HR management is the process of obtaining, training, assessing, providing compensation to employees, paying attention to labor relations, employee health and safety and justice issues.

The work environment is the study of human interactions with nature over time which became widely known in the 1960s and 1970s. The work environment in an organization is very important to pay attention to environmental management. The work environment is a key factor that influences employee commitment and performance. Work environment refers to the atmosphere of an organization in which employees do their work. The main aim of regulating the work environment is to increase company productivity. Therefore, providing good working environment facilities is sufficient, so that the workforce does not feel too pampered at work, so that the results achieved are not as expected.

Planning and organizing the work environment cannot be ignored, because it affects the running of the company's operations. The benefit of the work environment is that it creates enthusiasm for work, so that productivity and work performance increase (Ishak and Tanjung, 2003: 26). Meanwhile, the benefit gained from working with motivated people is that the work can be completed properly. Which means the work is completed according to the correct standards and within the specified time scale. Work performance will be monitored by the individual concerned, and will not cause too much supervision and fighting spirit will be high.

The work environment is the task environment, consisting of the actual organization, groups, and people with whom the organization interacts and conducts business. Members of the environment are stakeholders, people, groups and institutions who have an influence on achieving organizational performance (Schermerhorn et al., 2012: 64). Another opinion by Mangkunegara (2013:17) is that the work environment in question includes clear job descriptions, challenging work targets, effective work communication patterns, work climate



and relatively adequate work facilities. Consistent with the opinion of Ivancevich et al. (2014:35) work environment is the conditions of the workplace, work location and other characteristics that are relevant to the workplace and have a place in resource management.

Empowerment is a general concept ranging from providing decision-making power and autonomy to employees, to providing strategic resources to employees (Caniëls et al., 2017). Furthermore, Chasanah (2008) states that empowerment is truly meaningful employee involvement. The concept of empowerment comes from two different traditions with the same individual views, namely: (1) Freire's pedagogy (1972), which aims to improve the situation of oppressed humans and humanistic psychology by Rogers (1977). Because of this, the concept of empowerment began to be explained by Rappaport (1981), especially in public health, social work, and represents a bottom-up approach that includes goals and processes. Thus, empowerment is the authority to make decisions in a certain area of operational activities without having to obtain approval from other people. Empowerment also means sharing information and knowledge between employees which is used to understand and support organizational performance, providing appreciation for organizational performance and providing autonomy in making decisions that affect the organization.

Empowerment is the giving of responsibility and authority from superiors to employees, which involves sharing information and knowledge to guide employees in acting in accordance with organizational goals (Baron and Rue, 2007:24). Employee empowerment is an effective technique for increasing employee productivity and optimal use of capacity and capability in the organization (Naderi et al, 2008). Kadarisman (2013) has the same opinion that employee empowerment is an effort by superiors to give trust to their subordinates, as well as encouraging their subordinates to innovate so that they can complete their tasks to the maximum extent possible. Therefore, employee empowerment is an effort to create a safe and comfortable work environment so that employees can make optimal contributions to the organization.

Training provides many benefits for both employees and the organization if it is planned carefully and implemented well. Training current employees can be a vital business strategy not only for retaining employees but also for creating a skilled workforce for the future. Many experts have written about the importance of training, for example Mozael (2015) states that training is a continuous process that aims to achieve better employee performance through improving employee attitudes and the way employees behave in the workplace. Furthermore, Nischithaa & Rao (2014) training is the act of increasing employee skills for certain tasks. Thus, training is strategically related to how the organization achieves its goals.

Training is instruction that can be used in systematic and planned activities in order to promote learning Armstrong (2020:308). This means that this approach can be stated as "learner-based training". Training is a significant investment in human resource development for most business and public organizations. But often training is viewed as a short-term activity rather than one that has a long-term effect on the success of the organization. This condition involves the use of formal processes to impart knowledge and help people to acquire the skills necessary to perform work satisfactorily.

Training provides benefits for employees in the form of specific skills or abilities that can be explored so that they can be utilized in completing current work. As pointed out by Reynolds (2004:45), training has an important complementary role in accelerating learning. It goes on to state that conventional training models have a tendency to emphasize subject-specific knowledge, rather than trying to build capabilities from core learning. Strategic training based on a performance management approach is a process employers use to ensure employees are working toward organizational goals.

Performance is an employee's ability to achieve work results in the form of quality, quantity and timeliness in completing main tasks and duties in accordance with the responsibilities entrusted to the employee. Mathis and Jackson (2011: 89) define employee performance as related to quantity, quality, timeliness, attendance at work, work efficiency and effectiveness of completed work. Furthermore, Sempane et al. (2002) stated that employee performance is an individual's overall perception and evaluation of the work



environment. Consistent with the opinion of Mathis and Jackson (2011: 89), employee performance is defined as related to quantity, quality, and timeliness, attendance at work, work efficiency and effectiveness of work that has been completed.

Referring to the behavioral approach, performance is the quantity or quality of actual work produced or services provided by employees. Work performance or employee performance can also represent the performance of an organization, because organizational performance is closely related to the goals or results of individual work. This view seems to be supported by Islam and Siengthai (2009) who state that employee performance is a positive feeling that develops from employees due to evaluation of work results and individual work experiences. Similarly, Mastrangelo et al. (2014) emphasized that organizational effectiveness consists of the efficiency of each employee. According to Kehoe and Wright (2013), employee performance is a fundamental factor in obtaining competence which in turn significantly improves organizational function.

Performance appraisal is the process of setting performance standards and assessing employee performance in order to arrive at objective HR decisions and provide documentation that supports these decisions by Decenzo and Robbins (2013: 136). Conceptually, employee performance is defined as a comparison of the value produced by employees in the organization with the work plans or targets that are expected to be received from the organization (Henri, 2004). Human resources can improve employee abilities through training, rotation and coaching as well as influencing employee behavior in the desired direction (Boxall and Purcell, 2003).

Employee performance does not stand alone, but is influenced by leadership, trust, job satisfaction and appreciation which are reflected through individual abilities, skills and traits. In other words, ability, desire and environment determine performance. Therefore, employees who want to have high performance must have a high desire to do their work and know their work and the suitability between work and abilities. According to Mangkunegara (2009:67) performance is the output or achievement of work in the form of quality and quantity achieved by employees. The same opinion by Mathis and Jackson (2011:81) performance is the process of evaluating the standardization of a person's performance which is reflected through output in the form of quantity, quality, time period, presence at work and cooperative behavior.

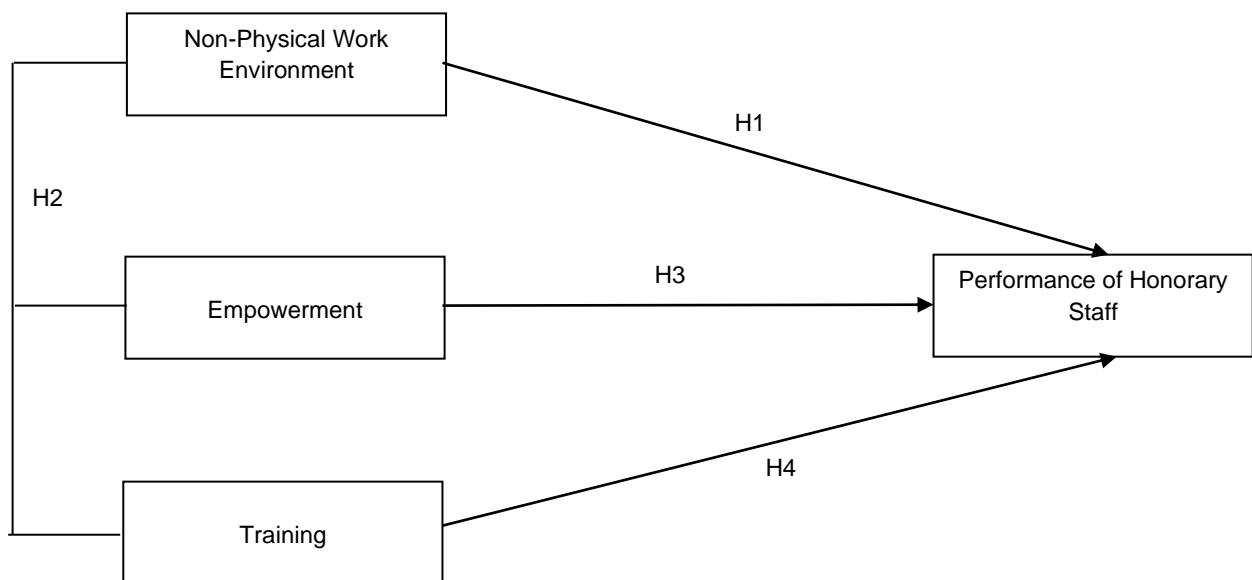


Figure 1 – Research Conceptual Framework

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Hypothesis:

- H1: The non-physical work environment, empowerment and training simultaneously have a positive and significant effect on the performance of honorary staff;
- H2: The non-physical work environment has a positive and significant effect on the performance of honorary staff;
- H3: Empowerment has a significant positive effect on the performance of honorary staff;
- H4: Training has a positive and significant effect on the performance of honorary staff.

## **METHODS OF RESEARCH**

This research was carried out on all honorary employees at the West Muna Regency Regional Finance and Assets Agency. The population of this study is all honorary employees at the West Muna Regency Regional Finance and Assets Agency. The number of honorary employees is 60 people, so the population for this study is 60 people. The population in this study was relatively small and easy for researchers to reach, because they were colleagues, the entire population of 59 people were used as respondents except the researcher himself. Thus, the number of respondents to this study was 59 people, meaning that the entire population was used as research respondents. The data collection techniques used in this research is questionnaires and documentation. The data analysis method for this research is SPSS and MS Excel.

## **RESULTS OF STUDY**

The research results can be proven by the results of the F test which obtained an F-value of 40,341 and a significance value of  $F = 0.000 < \alpha = 0.05$ . These results show that the non-physical work environment, empowerment and training simultaneously have a significant positive effect on employee performance so that the first hypothesis in the research can be accepted. Furthermore, it can also be proven by the coefficient of determination ( $R^2$ ) = 0.688. This means that the diversity of non-physical work environment variables, empowerment and training on the performance of honorary employees can be explained by the model amounting to 68.80% and the remaining 31.20% is explained by other variables outside the variable model of this research. It can be concluded that from the coefficient of determination ( $R^2$ ) this research model has very good model accuracy because the value is greater than 50%.

The results of testing the influence of the non-physical work environment on the performance of honorary employees can be proven by the estimated path coefficient value of 0.244 in a positive direction. A path coefficient with a positive sign means that the influence of the non-physical work environment on the performance of honorary employees at the West Muna Regency Regional Financial and Asset Agency is in the same direction. Then it can be seen that the significance value of t is  $0.038 < \alpha = 0.05$ . The test results prove that the non-physical work environment has a positive and significant effect on employee performance so that the second hypothesis proposed in this research is accepted.

The results of testing the effect of empowerment on employee performance can be proven by the estimated path coefficient value of 0.354 in a positive direction. A path coefficient with a positive sign means that the influence between empowerment and the performance of honorary employees is in the same direction. Furthermore, this is proven by





the significance value of  $t$  of  $0.014 < \alpha = 0.05$ . The test results prove that empowerment has a positive and significant effect on employee performance. This means that empowerment is positive and significant towards employee performance, so that the third hypothesis proposed is accepted.

The results of testing the effect of training on employee performance can be proven by the path coefficient value of 0.306 in a positive direction. A path coefficient with a positive sign means that the influence between training and employee performance is in the same direction. This is further proven by the significance value (p-value) of  $0.031 < \alpha = 0.05$ . The test results prove that training has a significant positive effect on employee performance, so that the fourth hypothesis proposed can be accepted or supported by empirical facts.

## DISCUSSION OF RESULTS

The results of data analysis state that simultaneously the non-physical work environment, empowerment and training have a significant positive influence on the performance of honorary employees. The better the non-physical work environment, supported by increased employee empowerment and employee training, the performance of honorary employees at the West Muna Regency Regional Financial and Asset Agency will improve. Descriptively, the average non-physical work environment, empowerment and training are in the good category, in line with the description of the performance variables which are also in the good category.

The non-physical work environment, empowerment and training on the performance of honorary employees are factors that can influence performance to increase organizational efficiency and effectiveness. Based on the descriptive analysis of variables that support performance improvement at the West Muna Regency Regional Financial and Asset Agency is the non-physical work environment with the good category, the highest indicator calculation is that employees are able to work in teams, then the training variable with the highest indicator is that instructors have qualifications according to the training material, so they can easily transform their skills to training participants and finally the empowerment variable, although among the variables it has the lowest mean, the variable in the good category shows the highest indicator, namely transparency in information in accordance with field facts, namely the West Muna Regency Regional Financial and Asset Agency which disseminates information to all levels of employees in an orderly manner. evenly, all honorary employees have access to information on their personal work and communication between various functions of the honorary employees of the West Muna Regency Regional Financial and Asset Agency is very good

The variables in this research are interrelated and interact with each other. A positive non-physical work environment can create an atmosphere that supports empowerment and effective training at the West Muna Regency Regional Financial and Asset Agency. Meanwhile, empowerment can influence organizational culture and create a more inclusive non-physical work environment. Training can also improve employee performance which in turn creates a more positive non-physical work environment because individual success and achievement will increase morale and satisfaction within the team and organization. The results of this research are relevant to the Expectancy Theory proposed by Victor Vroom (1964) which focuses on the relationship between effort, performance and reward. This theory states that individuals will have high performance if they believe that their efforts will result in good performance and that good performance will be followed by the desired reward. By empowering temporary employees through training and providing a supportive work environment, they can increase confidence that their performance will be rewarded with awards or recognition.

The results of this research show that the non-physical work environment has a positive and significant effect on the performance of honorary employees. This means that the better the non-physical work environment, the employee performance will significantly increase. Changes in improving the non-physical work environment are explained through employee relationships with department heads, relationships between employees, and



teamwork. Thus improving the non-physical work environment which is described through employee relationships with service heads, relationships between employees and teamwork has a real and significant contribution to improving the performance of honorary employees which is described through quantity, quality, time, efficiency, work standards and cooperation.

The facts obtained in the field also support the testing of this research hypothesis because based on the variable description; it shows that respondents' perceptions of non-physical work environment variables and employee performance in total have been implemented well. Respondents' responses showed that the teamwork indicator was the main or prioritized factor in its implementation because it had the highest average value. This fact can be interpreted as meaning that teamwork at the West Muna Regency Regional Financial and Asset Agency has been implemented well, which is reflected in the teamwork of employees who motivate each other in completing joint tasks and employees can build coordination among teams so that they complement each other in completing tasks. This result is also supported by the percentage of answers from the majority of respondents stating that it had been implemented well. In this way, the improvement in non-physical working environment conditions as measured by employee relationships with service heads, relationships between employees and employee teamwork are good.

The results of this research show that empowerment has a positive and significant effect on employee performance. This means that there is a change in employee empowerment which is reflected through structural empowerment and psychological empowerment which is described through the employee's ability to manage decisions in the workplace, transparency in sharing information, meaningfulness/meaning, competence/self-efficacy and the impact of having a positive and significant contribution to improving employee performance which is reflected through quantity, quality, time, efficiency, work standards and cooperation.

The results of this research are supported by empirical facts in the field and are consistent with the description of respondents' answers that most of the employee empowerment at the West Muna Regency Regional Financial and Asset Agency said it was good. This means that the majority of respondents stated that the implementation of empowerment within a structural framework, managing decisions in the workplace, transparency in sharing information, meaningfulness, competence/self-efficacy and impact had been implemented well. Furthermore, if we look closely at the empirical facts based on respondents' perceptions, the indicator of transparency in sharing information has the highest average value and the smallest is the impact indicator. This means that the transparency indicator in sharing information is the main factor or is prioritized in its implementation compared to the other four indicators in employee empowerment. This fact can be reflected in that information is distributed to all levels of employees evenly, all honorary employees of the West Muna Regency Regional Financial and Asset Agency have access to information on their personal work and communication between various functions of the employees is very good.

The results of this research show that training has a positive and significant effect on employee performance. This means that the better the training program that is followed, it has a significant effect on improving employee performance. Changes in training improvement described through indicators of training goals and objectives, training participants, training materials, training methods and instructor abilities have a significant or real contribution to improving employee performance as reflected through quantity, quality, time, efficiency, work standards and cooperation.

The results of this research are also supported by facts obtained in the field. According to respondents' perceptions of the training variable, the majority stated that its implementation was good if we looked at the indicators of training goals and objectives, training participants, training materials, training methods and instructor abilities. This result can also be proven by the percentage of respondents' answers, most of which said they were good. Based on empirical facts from respondents' perceptions, the instructor's ability indicator has the highest average value. Following the indicators of training methods, training



goals and objectives, training participants and training material indicators are the lowest. This means that the training method indicators are reflected in the training objectives by delivering easy training material, because the instructor has qualifications according to the training material and can easily transform his expertise to the training participants, which is the main or prioritized factor.

Increased training has a significant contribution to employee performance and according to the perception of most respondents, it has been implemented well. The results of this research can prove the truth of the training theory put forward by Armstrong (2020:308) that training is an activity carried out systematically and planned in order to promote learning to achieve relatively permanent changes in individuals who want to improve performance. These results are also consistent with the opinion of Newstrom (2015: 139) that training is an effort to change attitudes, gain concepts, knowledge, roles or skills systematically, with the hope of resulting in increased performance.

## **CONCLUSION**

The non-physical environment, empowerment and training simultaneously have a positive and significant effect on employee performance. This means that the better the non-physical environment, empowerment and training, the more significant or real it can improve employee performance. These results are also strengthened by respondents' statements based on descriptions of non-physical environmental variables, empowerment and training and employee performance. The majority of respondents stated that the implementation was good.

The non-physical environment has a positive and significant effect on employee performance. The results of this research prove that the higher the non-physical environment, the more employee performance will increase. This means that improving the non-physical environment which is described through the relationship between employees and heads of agencies, relationships between employees and teamwork has a significant or real contribution to improving the performance of honorary employees which is reflected through quantity of work, quality of work, working time, efficiency, work standards and cooperation.

Empowerment has a positive and significant effect on employee performance. This means changes in increasing empowerment which are reflected through structural empowerment and psychological empowerment which are reflected in the ability to manage decisions in the workplace, transparency in sharing information, meaningfulness/meaning, competence/self-efficacy, and the impact of having a significant or real contribution to improving employee performance which is reflected through work quantity, work quality, work time, efficiency, work standards and cooperation.

Training has a positive and significant effect on employee performance. The results of this study prove that training as reflected through training goals & objectives, training participants, training materials, training methods and instructor abilities have a meaningful or significant contribution to improving employee performance as reflected by work quantity, work quality, work time, efficiency, work standards and cooperation.

Employee empowerment based on respondents' responses shows that the impact indicator has the lowest average value. Strategic policies can be implemented through the role of leadership at the West Muna Regency Regional Finance and Assets Agency to increase employee empowerment according to their field or main duties. If empowerment is paid more attention and improved it can have a significant impact on improving performance. Employees have great control over activities that occur in their fields and employees have significant influence over activities in their mandated duties and functions that need to be improved and receive serious attention from leadership elements at the West Muna Regency Regional Financial and Asset Agency.

So that policy makers and leaders at the West Muna Regency Regional Finance and Assets Agency improve employee training. The results of this research showed that the training material indicators had the lowest average according to respondents' perceptions.





Therefore, operationally this can be done by improving the quality of training materials by providing training program content that is relevant to up-to-date needs and the training methods provided are in accordance with the training participants' learning styles.

According to respondents' perceptions of employee performance, the indicators that are considered to be lacking are work standards and work efficiency. Therefore, operationally indicators of work standards and work efficiency can be improved through the ability of employees to work according to work standards that exceed the official standards that have been set, which must continue to be improved at the West Muna Regency Regional Financial and Asset Agency.

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