

## The Influence of Work Empowerment and Motivation on Increasing Work Productivity Employees (Study on Pt. Bank Bengkulu)



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**ABSTRACT:** This study aims to examine the effect of work empowerment and motivation on increasing employee productivity. The sampling technique in this study used purposive sampling with the criteria of employees who have worked for at least 5 years. The sample size was 202 people. The independent variables in this study are work empowerment and motivation, while the dependent variable is employee work productivity. The analytical tool used is multiple linear regression. The results of this study indicate that the variable work empowerment and motivation to increase productivity have a positive and significant effect on the performance of employees of PT Bank Bengkulu. The implication of this research is to increase the role of employees in decision making (work empowerment) and by providing motivation in the form of praise when working well or giving rewards and punishments as a form of appreciation for work.

**KEYWORDS:** Work Empowerment, Motivation and Work Productivity

### INTRODUCTION

The Regional Development Bank (BPD), as a Regionally Owned Enterprise (BUMD), is one of the state/publicly owned financial (banking) institutions. As a banking institution that performs the function of financial intermediation, BPD is required at all times to improve employee productivity and performance in supporting regional development, especially economic development. But BPD in the implementation of business activities should also be subject to the principles of transparency and accountability as a public financial institution, including its financial performance. The presence of BPD until now is still taken into account in driving the economy, especially in financing development in the region. In addition to BPD, currently there are many other banks outside BPD that also participate in building the regional economy such as state-owned banks, private banks, rural banks (BPR) and Islamic commercial banks. Most of these banks also conduct business operations in each provincial capital and even to other districts / cities. With the development of the economy in the region, competition between banks is increasing and open. Every bank including BPD must be able to compete in the financial services market, especially in carrying out the main tasks and functions of banking, namely collecting and channeling funds from and to the public through various types of financing loans. Therefore, each BPD must improve its business strategy and employee productivity.

Employee productivity is important for companies/organisations to achieve their goals. Every successful business is largely due to diligent employees with excellent productivity (Itumbiri, 2013). Hanaysha (2016) mentioned that work productivity is an important factor in the company to build an organisation that has competitiveness, achieve company goals, have good performance and meet the proportions in holding organisational interests. Employee work productivity is the ratio between the results achieved and the participation of labour (Ardana et al., 2014). Statistical data shows that the average ROA / Employee of Bengkulu Regional Development Bank for 4 years has fluctuated. The average ROA / Employee in 2019 was 0.0029%, ROA / Employee in 2020 increased to 0.0030%. In 2021 ROA / Employees decreased again to 0.0017% and in 2022 ROA / Employees increased to 0.0022%. So it can be concluded that the work productivity of Bengkulu Regional Development Bank employees in the 2019-2021 period fluctuated, therefore it is necessary to examine the factors that can affect employee work productivity.

Conger and Kanungo (1988) in Anita et al (2007) examined work empowerment as a relationship building and motivation building. As a relationship building, work empowerment is related to the influence of managerial practices on employee participation. Empowerment occurs when the power of superiors is delegated to subordinates, and with it authority and responsibility. Essentially, empowerment is similar to the concept of delegation, but empowerment provides ongoing authority,

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as opposed to temporary authority. Empowerment allows people to make bigger and more decisions without having to refer to someone more senior. Empowerment provides an opportunity for each individual or employee to participate in pouring ideas and input with an effort to provide improved performance for the organisation. Employee empowerment refers to the delegation of power and responsibility from higher levels in the organisational hierarchy to lower-level employees, especially the power to make decisions (Rathna, 2013). Through empowerment, employees are supported and encouraged to use their skills, abilities, and creativity by accepting accountability for their work. Empowering employees changes the behaviour of employees from positions that usually do the work they are told to do to other positions that can provide opportunities to accept responsibility. Employee empowerment is a process to make someone more empowered or more capable of solving their own problems, by giving trust and authority so as to foster a sense of responsibility (Wibowo, 2016). According to Robbins (2003) in Wibowo (2016) states empowerment as putting workers in charge of what they do. Empowerment allows people to make bigger and more decisions without having to refer to someone more senior. Empowerment provides an opportunity for each individual or employee to participate in pouring ideas and input in an effort to provide improved performance for the organisation.

The success of the company is characterised by increased productivity. High work productivity is one of the company's competitive advantages. Productivity is highly dependent on the motivation of the company and will be achieved if there is high motivation and good morale of its human resources. This motivation will be reflected in the work ethic that will affect the overall productivity of the company. Motivation is a stimulus made by the company to increase employee passion for work. This is supported by several experts including Hasibuan (2010) who states that motivation is a way of encouraging the passion of subordinates, so that they want to work hard by giving all their abilities and skills to realise the company's needs. According to Suwatno and Priansa (2011), motivation literally means giving motives. The motive here is a goal that can be a stimulus. Without stimulation, employees will show less and will keep their maximum abilities and will tend to be lazy. According to Robbins and Judge (2016) motivation is a process that helps determine the intensity, direction, and persistence of a person in an effort to achieve goals. Every goal achievement that is fulfilled will create new needs that encourage someone to work even harder. Maslow in Robbins and Judge (2016) humans have five needs that form a hierarchy from the most important to the least important and from easy to difficult to achieve or obtain. Human motivation is strongly influenced by the basic needs that need to be fulfilled.

This condition explains how important work empowerment and motivation are to employee productivity. Creating a workforce that suits the needs of the company is the main key in achieving every target that must be realised. Work empowerment and motivation can be used as a way to create an effective workforce so that it can meet the needs of the company. Some studies related to the effect of work empowerment on productivity include: conducted by Prabawa & Supartha (2018), Meyerson and Dewettinck (2012) and Suandayani (2012) show that employee empowerment has a positive and significant effect on increasing work productivity in employees. The results of this study are different from the research of Laksono et al., (2021) and Wardana et al., (2020) whose research shows that empowerment has no significant effect on employee performance. The results of research on the effect of motivation on productivity show different results, among others: The results of Hamali's research (2013) and the results of Nuraini et al. (2015) also show that motivation has a positive effect on employee productivity. The results of this study are different from the research of Ellerslie and Oppenheim (2008) which shows that there is a negative correlation between the effect of motivation on work productivity.

The ability of management to empower employees and provide motivation will determine the success or failure in achieving company goals, so PT Bank Bengkulu with all the limitations it has tries to implement the programme. This situation is the background for writing this research entitled the effect of work empowerment and motivation on employee productivity at PT Bank Bengkulu.

### **LITERATURE REVIEW**

#### **Productivity and Work Productivity**

According to (Setiawan, Sujanto, & Purwana, 2019) productivity is defined and expressed as the amount of output per unit of input and the term productivity is usually used in the context of people doing work and productivity depends on activities and working conditions. According to the OSLA charter in 1984 as cited by Wijaya and Manurung (2021) that the concept of productivity means as (a) Productivity is a universal concept, intended to provide more and more goods and services for more and more people using fewer resources; (b) Productivity is based on a multidisciplinary approach that effectively formulates the objectives of development plans and the implementation of productive ways to use resources effectively and efficiently while maintaining quality; (c) Integrated productivity uses capital skills, management technology, information, energy and other resources for a better quality of life for people through the overall concept of productivity; (d) Productivity differs from country

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to country according to the country's conditions, potentials, shortcomings and expectations in the long and short term, but each country has similarities in the implementation of education and communication; (e) Productivity is more than a science of technology and management techniques, but also contains a philosophy and attitude based on strong motivation to constantly strive to achieve a good quality of life. Umar (1998) in Wijaya and Manurung (2021) explains that productivity has two dimensions, namely effectiveness and efficiency. Meanwhile, Atul Gupta (2002) in Wijaya and Manurung (2021) focuses more on efficiency as a measure of productivity in the transformation process. The first dimension is effectiveness which leads to achieving maximum performance, namely achieving targets related to quality, quantity and time. Effectiveness is a measure that provides an idea of how far the target can be achieved. The second dimension, namely efficiency, is related to efforts to compare input with the realization of its use or how the work is carried out. Nawawi and Martini (1990) in Wijaya and Manurung (2021) explain concretely the concept of work productivity as follows (1) Work productivity is the best comparison between the results obtained and the amount of work expended and productivity as measured by usability (efficiency of personal use as labor). According to Bate'e, (2020) the dimensions and indicators of work productivity applied by a company are not always the same, but basically include several things (1) kof etherThe potential that a person has is related to completing work quickly and precisely. The skill dimension is measured using proficiency indicators in completing tasks; (2) AbilityThe ability of an employee to carry out and complete a job assigned to him. The ability dimension is measured using the capacity indicator to do the job; (3)Attitude and behaviorThe regularity of a person's feelings and thoughts and the tendency to act towards aspects of their environment. Attitude and behavior dimensions are measured using indicators of worker attitudes and behavior.

### **Empowerment and Work Empowerment**

According to Robbins (2003) in Wibowo (2016), empowerment is placing workers responsible for what they do. Carlzon (1987) in Melhem (2004) views empowerment as freeing a person from strict control by instructions, policies and orders, and giving the person the freedom to be responsible for their ideas, decisions and actions. According to Pieterse, et al. (2010) stated that employee empowerment is linked to the concept of power, implying that power in an organization must be redistributed from top management to lower management. Empowerment is defined as the process of enabling and authorizing individuals to think, behave, take actions and decisions and control work independently (Awamleh, 2013). According to Kadarisman (2013), empowerment is an effort to provide autonomy, trust from superiors to subordinates, and encourage them to be creative so they can complete their tasks as well as possible. Thomas & Veltahouse (1990) in Djamilah and Surenggono (2022) argue that empowerment is a multifaceted thing whose essence cannot be encompassed in one single concept. Djamilah and Surenggono (2022) found four general characteristic empowered people which is also the same as the concept of Thomas & Velthouse (1990), namely Sense of meaning, Sense of competence, Sense of determination, Sense of impact. Khan (1997) in Djamilah and Surenggono (2022) offers an empowerment model that can be developed in an organization to ensure the success of the empowerment process in an organization. The empowerment model is dcooked, trust, confident, credibility, accountability, communication. Conger and Kanungo (1988) in Anita et al (2007) researched *work empowerment* as a way to build relationships and build motivation. As a way to build relationships, *work empowerment* related to the influence of managerial practices on employee participation. According to Rathna (2013) there are the most important methods in empowering employees, namely (a) Demonstrate that the organization values employees; (b) Trust in others; (c) Provide information for decision making; (d) Give *feedback*, (e) Solving problems; (f) Make employees feel valued and recognized. Lawler, et al. (1992) in Melhem (2004) stated that employee empowerment can be seen from the following dimensions (a) Knowledge and skills; (b) Communication; (c) Faith; (d) Incentives.

### **Motivation**

According to Thoha (2008) in Wijaya and Manurung (2021), the term motivation is sometimes used interchangeably with other terms, such as need (*need*), desire (*want*), encouragement (*drive*), or impulse. Motivation is one of the main elements in a person's behavior. According to Koontz (1990) in Wijaya and Manurung (2021), individual motivation depends on the strength and weakness of existing motives. Ivancevich (1992) in Wijaya and Manurung (2021) explains that *Motivation is that set of attitudes that predisposes a person to act in a specific goal-directed way. Motivation is thus an iner state that energizes, channels, and sustains human behavior to achieve goals. Robins and Barbara (1986) in Wijaya and Manurung (2021) stated "motivation is the willingness to do something, conditioned by this action ability to satisfy some need". This means that motivation is the will to do something, this condition is an action that is able to satisfy some need. According to Robbins and Judge (2016) motivation is a process that determines a person's intensity, direction and persistence in efforts to achieve goals. Maslow in Robbins and Judge (2016) states that humans have five needs which form levels or what is also called a hierarchy from the most important to the least important and from those that are easy to those that are difficult to achieve or obtain. Barber*

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and Bertz (2000) in Shahzardi, et al. (2014) define employee motivation systems as helping organizations to attract, capture and retain potential and obtain high levels of performance. According to Agwu (2013) in Zameer, et al. (2014) there are a number of motivational factors that can improve employee performance in an organization, namely salary and wages, bonuses, encouragement, job security, promotions. According to Maslow in Robbins and Judge (2016) defines dimensions related to the hierarchy theory of motivation, including physiological needs, safety needs, social needs, esteem needs, self-actualization needs.

### Analysis Framework

Based on the theoretical basis and previous research, regarding the various relationships between the independent variables, namely Work Empowerment and motivation to the dependent variable, namely employee work productivity, the research analysis framework can be described, namely in Figure 1.

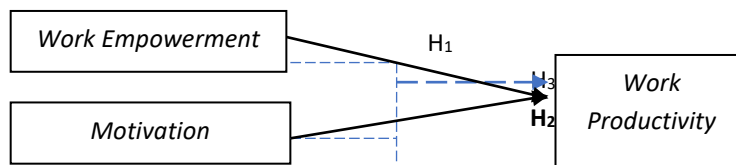


Figure 1. Analysis Framework

### Hypothesis Development

#### The effect of Work Empowerment on increasing employee work productivity

Work empowerment can be said to be a process to make people more empowered or more capable of solving their own problems by giving them trust and authority so as to foster a sense of responsibility. Creativity, flexibility over one's own work can be formed from the empowerment process. By adopting empowerment strategies, it is believed that employees will feel themselves worthy, and have an effect on increasing productivity and quality of work. Research examining the effect of work empowerment on employee work productivity by Chehrazi and Shafizadeh (2016) states that there is a close relationship between employee empowerment and job satisfaction, thereby increasing productivity. Meyerson and Dewettinck (2012) also found that empowerment has a significant positive effect on employee productivity. In theory Z which is more emphasis on the role and position of employees in a company that can make workers comfortable, at home, happy and feel an important part of the company. This Z theory emphasises the need for various decision-making powers and the need to reduce obstacles due to artificial status differences between employees, members and managers, and emphasises the need for better communication and greater personal responsibility for work results, as well as greater recognition of each individual's contribution to the team. Thus, the first hypothesis can be formulated as follows:

H<sub>1</sub>

H1 : Work Empowerment has a positive and significant effect on increasing employee productivity.

#### The Effect of Motivation on Increasing Employee Productivity

Motivation is an effort that encourages someone to do something to carry out certain activities in order to achieve a goal. Motivation can also be said to be a series of efforts to provide certain conditions, so that someone wants and does something, and if he doesn't like it, he will try to negate or avoid that feeling of dislike. Research that examines the effect of motivation on employee productivity by Hamali (2013) shows that motivation has a positive effect on employee productivity. Maduka and Okafor (2014) said that motivation is very influential and important in increasing the productivity of the organisation. In Adelfer's theory simplifies the five needs identified by Maslow into three, namely the needs of existence, relatedness, and growth, Adelfer also suggests that these needs can be met one by one or more than one need can be focused at once McClelland's motivation theory focuses on the need for achievement (achievement = nAch), affiliation (affiliation = nAff), and power (power = nPower). According to this theory, these needs can be built and developed through experience and training. People high in nAch will prefer jobs with individual responsibility, feece H<sub>1</sub> on performance, and more challenging goals. Successful executives usually have higher power than their nAch. Thus, the hypothesis can be formulated as follows:

H2: Motivation has a positive and significant effect on increasing employee productivity.

#### The effect of work empowerment and motivation on increasing employee work productivity

Empowerment is a strategy to improve Human Resources by giving responsibility and authority, which is expected to achieve higher performance in changing times. The purpose of employee empowerment is to develop individual performance and help employees achieve their goals by empowering them to participate in the decision-making process. Motivation is something that every employee must have in doing work in order to be enthusiastic at work. Indications of a lack of employee motivation at

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work, such as employees not daring to take responsibility for completing work outside their field of work. Low empowerment and motivation in employees can affect the work productivity of these employees. Research examining the effect of empowerment and motivation on employee work productivity by Purnami (2019) shows that empowerment, motivation and work environment have a positive and significant effect on employee work productivity. Thus the first hypothesis can be formulated as follows:

H3: Empowerment and Motivation have a positive and significant effect on increasing employee work productivity.

### RESEARCH METHODS

This research uses a quantitative approach. The research was conducted at PT Bank Bengkulu with data collection conducted in October 2023 through distributing questionnaires to 202 Bank Bengkulu Head Office Employees (excluding the Board of Commissioners, Directors and MPP employees) who have worked in the company for at least 5 years. This analysis is used to answer the problem of the independent variables of Work Empowerment and Motivation partially and simultaneously affecting the dependent variable of Employee Work Productivity. Validity test, reliability test, classical assumption test, hypothesis test and coefficient of determination.

### RESULTS AND DISCUSSION

#### RESULTS

##### Validity and Reliability Test

To test the validity of a research data can use pearson correlation analysis where if the total of the analysis shows a value  $<0.01$  or  $<0.05$  then the data is said to be valid. Test results show that the variables of Work Empowerment, Motivation and Work Productivity are all valid. This can be seen from the significance value has a value below 0.01, which is worth 0.000. The level of reliability of a research variable or construct can be seen from the results of the Cronbach Alpha ( $\alpha$ ) statistical test. A variable or construct is said to be reliable if the Cronbach Alpha value is  $> 0.6$ . Test results show that the Cronbach alpha value of all variables has a value above 0.8.

##### Classical Assumption Test

The test results show that all research variables have an Asymp Sig value of more than 0.05, so the data used in this study are normally distributed, there is no heteroscedasticity problem, has a tolerance value  $> 0.10$  and a VIF value  $< 10$ , so all variables are free from multicollinearity problems.

##### Hypothesis Testing

Hypothesis testing in this study uses multiple regression analysis. The test results for hypotheses 1, 2 and 3 are presented in table 1.

**Table 1. Hypothesis Testing Results 1, 2 and 3**

Variable	Equation			Hypothesis Confirmation
	Coefficient Value	t- statistics	Sig.	
Work Empowerment (WE)	0.078	2.324	0.021	All Hypotheses accepted
Motivation (MV)	0.975	30.125	0.000	
R Square	0.903			
Adj R Square	0.903			
F	931.410			
Sig.	0.000			

The test results show the  $b_1$  coefficient value of 0.078 with a significance value of  $0.021 < 0.05$ , which means that there is a positive and significant effect of Work Empowerment variables on work productivity. The test results are in line with the hypothesis that has been made where the effect of Work Empowerment on work productivity is positive. The t-count value is 2.324 while the t-table is 1.65. If t-count  $>$  t-table then the significant value is smaller than 5% and the hypothesis is accepted. This means that the higher the Work Empowerment from leaders to subordinates, the better the employee's work productivity.

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The second hypothesis in this study is that work motivation has a positive effect on employee work productivity. Based on the results of hypothesis testing in table 1, it can be seen that the  $b_2$  coefficient value is 0.975 with a significance value of  $0.000 < 0.05$ , which means that there is a positive and significant effect of work motivation variables on employee work productivity. The test results are in line with the hypothesis that has been made where there is a positive influence of work motivation on employee work productivity. The t-count value is 30.125 while the t-table is 1.85. If  $t\text{-count} > t\text{-table}$  then the significant value is less than 5% and the second hypothesis is accepted.

The third hypothesis in this study is that Work Empowerment and work motivation together have a positive effect on employee work productivity. Based on the results of hypothesis testing in table 1, it can be seen that the F statistical value is 931,410 with a significance value of  $p = 0.000 < 0.05$ , which means that together the work empowerment and work motivation variables have a positive and significant effect on employee work productivity. The test results are in line with the hypothesis that has been made where there is a positive influence of work empowerment and work motivation on employee work productivity, so the third hypothesis is accepted.

### **DISCUSSION**

#### **The Effect of Work Empowerment on Employee Productivity**

Based on the results of testing the first hypothesis, it shows that work empowerment has a positive effect on employee work productivity. The greater the authority given to employees to solve a problem in their work, the more employee performance will improve. The results of this study are in line with theory Z which emphasises the role and position of employees in a company that can make workers comfortable, at home, happy and feel an important part of the company. Theory Z also emphasises the need for various decision-making authorities so that employees are accustomed to solving problems and trying to find solutions based on the most effective considerations. By sharing authority with employees. The results of this study are in line with research conducted by Chehrazi and Shafizadeh (2016) which states that there is a close relationship between employee empowerment and job satisfaction, thereby increasing productivity. Meyerson and Dewettinck (2012) also found that empowerment has a significant positive effect on employee productivity.

#### **The Effect of Motivation on Employee Work Productivity**

Based on the results of testing the second hypothesis, it shows that work motivation has a positive effect on employee work productivity. The more employees get motivation, the more employee productivity will increase. Employees will be more productive if they are always motivated at work, either in the form of rewards or punishments as a form of motivation for employees. The results of this study are in line with McClelland's theory of motivation which focuses on the need for achievement, affiliation, and power. Based on this theory, these needs can be built and developed through experience and training. The results of this study are in line with research conducted by Hamali (2013) which shows that motivation has a positive effect on employee productivity. Maduka and Okafor (2014) said that motivation is very influential and important in increasing the productivity of the organisation.

#### **Effect of Work Empowerment and Motivation on Employee Productivity**

Based on the results of testing the third hypothesis, it shows that together work empowerment and work motivation have a positive effect on employee productivity. The more employees are given the freedom to make decisions on a problem and get motivation, the more employee productivity will increase. The results of this study are in line with research conducted by Purnami (2019) showing that empowerment, motivation and work environment have a positive and significant effect on employee productivity.

#### **Strategic Implications**

The results of this study can be developed into a strategy that can increase the work productivity of PT Bank Bengkulu employees. The management should pay attention to factors that can affect employee work productivity. In summary, there are several strategic implications that can be applied by PT Bank Bengkulu in order to increase employee productivity:

##### **1) Work Empowerment**

Company management should pay more attention to internal and organisational factors before making policies on employee work empowerment, because basically every individual has behaviour caused by external and organisational factors.

##### **2) Motivation**

Motivation has a huge influence on the formation of employee work productivity, for this reason it is necessary to form high motivation, by means of management implementing a reward and punishment system as a form of appreciation for work.

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## CONCLUSION

The conclusion in this study is that work empowerment and motivation have a positive and significant effect on the work productivity of PT Bank Bengkulu Head Office employees both partially and simultaneously. This shows that discretion in decision making coupled with work motivation by the leadership will further increase the work productivity of employees.

## RESEARCH LIMITATIONS

This study has many limitations that are expected to be corrected by future researchers, the limitations of this study include the sample in this study only being conducted at PT Bank Bengkulu Head Office. To get generalisable results, it is better to take a larger and more representative sample, for example for all employees of PT Bank Bengkulu or even if possible all banking employees in Bengkulu city. Furthermore, there are still other research variables that can be included in the research model that have not been tested by researchers.

## SUGGESTIONS

It is suggested that further research is expected to increase the number of research samples so that the research results can be generalised. Furthermore, it can add other variables that affect work productivity such as work environment variables or other variables.

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