
ANALYSIS OF EMPLOYEE EMPOWERMENT IN PT. BANK SULUTGO MANADO USING IMPORTANCE AND PERFORMANCE ANALYSIS

ANALISIS PEMBERDAYAAN PEGAWAI DI PT. BANK SULUTGO MANADO MENGGUNAKAN ANALISIS KEPENTINGAN DAN KINERJA

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Abstract: This research aims to analyzing the employee empowerment in Main Branch of PT. Bank SulutGo Manado. This research type is descriptive with quantitative method, using Importance and Performance Analysis as analytical tool. The sample size of this research is 84 employees as respondents. Purposive sampling was used to collecting data through questionnaire. The result shows that Assistance/help by managers when face barriers in work, Encourage and motivation in work, Clear direction in completing the job, and Evaluation given by manager these attribute are located in Quadrant II. Facilities provided by Bank SulutGo in supporting the work and Supervision and control for purpose to reach the target in work are placed in Quadrant I. Meanwhile, Freedom in organizing their respective jobs are placed in low priority which is Quadrant III. And for the last there are Autonomy (freedom) in completing the work by employees' own way and Freedom in giving opinion are placed in Quadrant IV. Main Branch of Bank SulutGo Manado should put more attention to Facilities provided by Bank SulutGo in supporting the work and Supervision and control for purpose to reach the target in work because the employees considered these attributes is important.

Keywords: *employee empowerment, importance and performance analysis*

Abstrak: Penelitian ini bertujuan untuk menganalisis pemberdayaan pegawai di PT. Bank SulutGo Cabang Utama Manado. Jenis penelitian ini adalah deskriptif dengan metode kuantitatif, dengan menggunakan IPA sebagai alat analisis. Jumlah sampel penelitian ini adalah 84 pegawai sebagai responden. Purposive sampling digunakan untuk mengumpulkan data melalui kuesioner. Hasilnya menunjukkan bahwa Bantuan dari manajer saat menghadapi hambatan dalam bekerja, Dorongan dan motivasi dalam bekerja, Arahan yang jelas dalam menyelesaikan pekerjaan, dan Evaluasi yang diberikan oleh manajer dalam pekerjaan, menjadikannya atribut yang berada di Kuadran II. Fasilitas yang disediakan oleh Bank SulutGo dalam menunjang pekerjaan dan Supervisi dan kontrol agar tujuan mencapai target kerja ditempatkan di Kuadran I. Sementara itu, Kebebasan dalam mengatur pekerjaan masing-masing ditempatkan di Kuadran III. Dan untuk yang terakhir adalah Otonomi (kebebasan) pegawai dalam menyelesaikan pekerjaan dengan caranya sendiri dan Kebebasan dalam memberikan pendapat ditempatkan di Kuadran IV. Cabang Utama Bank SulutGo Manado harus lebih memperhatikan Fasilitas yang disediakan oleh Bank SulutGo dalam menunjang pekerjaan dan Pengawasan dan kontrol agar tercapai target kerja karena pegawai menganggap atribut ini penting.

Kata kunci: *pemberdayaan pegawai, analisis kepentingan dan kinerja*

INTRODUCTION

Research Background

The role of improving the economic growth cannot be separated with the role of banks in providing the best service and wide open to the public. In banking industry, services have the important factors in determining the good performances of its organization. Human resource is a crucial aspect in runs a company and as the one of factors that support the organization performance. The progress and development of the company must be supported by the performance of the employee as the human resource.

As a part that moving in operational of organization and directly involved in serving customers or the front line, Main Branch of PT. Bank SulutGo should be able to deliver an excellent and great performance in serving customer because Main Branch of PT. Bank SulutGo has an important role as a driving wheel of fluency organizational performance of financial services as banking sector. So it's important to organization for keep maintain the level satisfaction of employees and their performance in work.

In order to optimize the employees' performance and job satisfaction, there is one of strategy that company can implement which is employee empowerment. Empowerment means making employees feel valued by involving them in decision, to participate in the planning process, giving them the independence and authority about their own job (Degago, 2014). When employees are empowered, their confidence degree and self-reliance will increase. Of course that is a good thing for employee performance because it creates job satisfaction and high levels of productivity.

Research Objective

1. To analyze the importance of Employee Empowerment in Main Branch of PT. Bank SulutGo Manado.
2. To analyze the performance of Employee Empowerment in Main Branch of PT. Bank SulutGo Manado.

THEORETICAL FRAMEWORK

Human Resources Management

Human resource management is defined as a strategic and clearly approach for the organization's most valued assets behind on the workers. According to Byars and Rue (2006:371) human resource is a system of activities and strategies that focuses on successfully managing employees at all levels of an organization to achieve organizational goals.

Job Satisfaction

Job satisfaction is the level of a person feels regarding to employees *work in organization*. It refers to employees' perception of satisfaction. Spector (1997) defined job satisfaction is an assessment of overall job experience, and arises from many factors such as one's relationship with a supervisor, the sense of fulfillment of work, perceived congruence between pay and work production, and physical conditions of the working environment

Employee Empowerment

Empowering is about a process of managers that giving power in allows employees to make independent decisions over their work. Ramesh and Kumar (2014) defined employee empowerment is the process of allowing employees to have input and control over their work, and the ability to openly share suggestions and ideas about their work and the organization as a whole. Empowerment is the degree of responsibility and authority given to an employee. By empowerment, the employees are supported and encouraged to utilize their skills, abilities and creativity by accepting accountability for their work (Baijal, 2013). There are three essential elements of Employee Empowerment in accordance to Cabrera (2012) which are Accuracy, Encourage, and Autonomy.

Previous Research

The Impact of Employee Empowerment on Job Satisfaction Theoretical Study by Elnaga and Imran (2014) has shown that empowering employees' leads to positive results for employees and managers as well and also it

gives effect in employee satisfaction. They suggested the 3 elements from Cabrera (2012) which are Accuracy, Encourage, and Autonomy. A Study on Employees Empowerment with The Demographic Variables in the Employees of Union Bank of India Working for Star Union Da Ichi Life Insurance by Baijal (2013) the research finds that age and education has an effect on employee empowerment. Meanwhile, Gender does not have any effect on employee empowerment. Taking Empowerment to the Next Level: A Multiple-Level Model of Empowerment, Performance, and Satisfaction by Seibert, Silver and Randolph (2004) has shown to be empirically distinct from psychological empowerment and positively related to manager ratings of work-unit performance.

Conceptual Framework

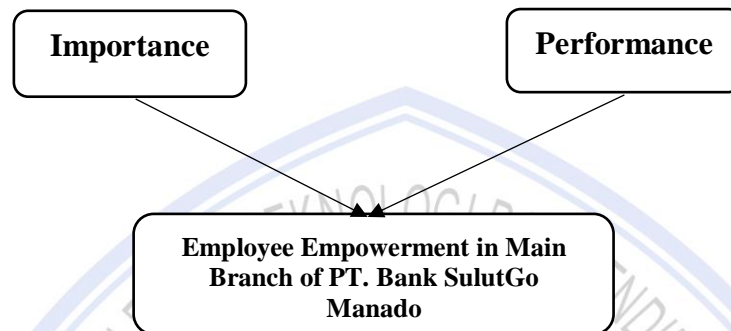


Figure 1. Conceptual Framework

Source: Theoretical Framework, 2017

RESEARCH METHOD

Type of Research

The type of this research is descriptive research with quantitative approach. The method used in this research is Importance and Performance Analysis (IPA).

Place and Time of Research

This research was conducted at Main Branch of PT. Bank SulutGo Manado on June until August, 2017

Population and Sample

The population in this research is all permanent employees in Main Branch of Bank SulutGo Manado. Purposive sampling used as the sampling method in this research. Purposive sampling techniques involve selecting certain units or cases (Tashakkori and Teddlie, 2003a:595). The sample size of this research is 84 respondents

Data Collection Method

Primary data is the data obtained directly from the original source, specifically the primary collected by researchers to answer the research questions. The primary data of this research get from the results of questionnaire.

Operational Definition of Research Variable

Employee Empowerment

1. **Accuracy** is about to clearly define the expected outcomes that according to the PT. Bank SulutGo Manado's goals and communicate about the employees' responsibilities in their work. The components of

this dimensions consists of clear direction in completing the job, supervision and control for purpose to reach the target in work, evaluation is given by managers in work

2. **Encourage** is about to support the employees by supplying the aids and resources they need to progress, encouragement for attaining goals and minimize barriers to success. In encourage there components that represent the meaning of this indicator which includes encourage and motivation in work, facilities provided by Bank SulutGo in supporting the work, assistance/help by managers when face barriers in work
3. **Autonomy** is about giving employees the complete autonomy or freedom over their work by trusting them to get their work done however they choose a fundamental for creating positive work environment. The components in this indicator are autonomy (freedom) in completing the work by employees' own way, freedom in organizing the respective jobs, and freedom in giving opinion.

Data Analysis Method

Validity and Reliability

Validity test used to measure the validity of the questionnaire. To analyze that, Pearson Product Moment was used. If probability of correlation is less than 0.05 (5%) then the research instrument is considered valid. This reliability test in this research used Alpha Cronbach. If Alpha is less than 0.6 then it is unreliable.

Importance and Performance Analysis

Importance-Performance Analysis was first proposed and introduced by Martilla and James (1977) as a means by which to measure client satisfaction with a product or service. The four-quadrant IPA matrix is shown in figure below. Quadrant I is labeled "Concentrate Here", with high importance/low performance. Quadrant II is labeled "Keep up the Good Work" with high importance/high performance. Quadrant III is labeled "Low Priority" with low importance/low performance.. Quadrant IV is labeled "Possible Overkill" with low importance/high performance.

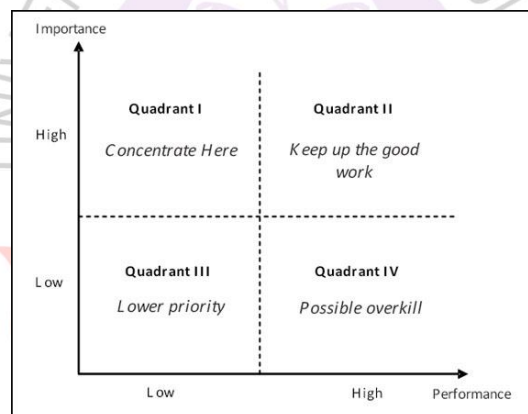


Figure 2. IPA Framework

Source: Martilla and James, 1977, p. 78

RESULT AND DISCUSSION

Validity and Reliability Result

Validity Test

Table 1. Validity Test Result

		Average Importance	Average Performance	Average Importance Performance
Average Importance	Pearson Correlation	1	,449**	,833**
	Sig. (2-tailed)		,000	,000
	N	84	84	84
Average Performance	Pearson Correlation	,449**	1	,868**
	Sig. (2-tailed)	,000		,000
	N	84	84	84
Average Importance Performance	Pearson Correlation	,833**	,868**	1
	Sig. (2-tailed)	.000	.000	
	N	84	84	84

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output, 2017

Table 1. Shows that the correlation index is higher than 0.3 and below the significance level of 5%. Therefore the data is considered valid

Reliability Test

Table 2. Reliability Test Result

Cronbach's Alpha	N of Items
,872	3

Source: SPSS Output, 2017

Table 2. Shows that Alpha Cronbach is 0.872 which is above the acceptance limit of 0.6; therefore the research instrument is reliable.

Importance and Performance Analysis of Employee Empowerment

Table 3. Importance and Performance Analysis

Employee Empowerment Attributes	Importance Mean	Performance Mean	Quadrant
Clear direction in completing the job	4,46	4,11	II
Supervision and control for purpose to reach the target in work	4,53	3,89	I
Evaluation given by managers in work	4,47	4,08	II
Encourage and motivation in work	4,39	4,13	II

Facilities provided by Bank SulutGo in supporting the work	4,51	3,80	I
Assistance/help by managers when face barriers in work	4,39	4,20	II
Autonomy (freedom) in completing the work by employees' own way	4,17	4,10	IV
Freedom in organizing the respective jobs	4,11	3,81	III
Freedom in giving opinion	4,19	4,04	IV
Average	4,36	4,02	

Source: Data processed, 2017

Table 3 shows the result of data analysis that are collected from respondents. Importance (Y) shows that the importance of supervision and control for purpose to reach the target in work is the highest mean $\bar{x}=4,53$. and the lowest is importance of freedom in organizing the respective jobs $\bar{x}=4,11$. Performance (X) shows that assistance/help by managers when face barriers in work $\bar{x}=4,20$ is highest mean in. And the lowest mean comes from the performance of facilities provided by Bank SulutGo in supporting the work $\bar{x}=3,80$.



Figure. 3
Data plotting of Employee Empowerment Attributes
 Source: Data Processed, 2017

Figure 3 shows that Facilities provided by Bank SulutGo in supporting the work and supervision and control for the purpose to reach the target in work are located in quadrant I. Quadrant I is labeled as “concentrate here” which means high importance but low performance. Because all object that is positioned in quadrant I is considered important to the employee, then the company should put more attention about its performance.

Quadrant II is labeled as “keep up the good work” which means high importance and high performance. Assistance/help by managers when face barriers in work, encourage and motivation in work, clear direction in completing the job, and evaluation given by managers in work are located in this quadrant. The employees' assessment of those attributes that they have delivered high importance and high performance as well.

Freedom in organizing the respective jobs is located in Quadrant III. This quadrant labelled as “*low priority*” which means low importance and low performance. Therefore that both the level of importance and the performance of the indicator to the employees are relatively low.

The last one is Quadrant IV, which is labelled as “*possible overkill*” which means low importance and high performance. In the last quadrant of Autonomy (freedom) in completing the work by employees’ own way and freedom in giving opinion are located in quadrant IV.

Discussion

Importance and Performance Analysis has four quadrants as a measurement of the result. Quadrant I is labeled as “*concentrate here*” which means high importance but low performance. Facilities provided by Bank SulutGo in supporting the work and supervision and control for the purpose to reach the target in work are located in this quadrant. Based on the result, employees expect the good facilities in supporting their works, however there are still some facilities that provided by Bank SulutGo is still inadequate and incomplete therefore, employees are not feels so satisfied with the performance of the facilities that provided by Bank SulutGo. For the supervision and control, the employees assessed this attribute in low level of performance because managers still less concerned for supervision and controlling in working situation and probably when there is a problem in work, but manager lacks of control at the time. The company needs to more concentrate on these two indicators’ performance, by making some evaluations and giving more improvement, so it can meet the employees’ level of satisfaction.

Quadrant II is labeled as “*keep up the good work*” which means high importance and high performance. In this quadrant has the most attributes, they are assistance/help by managers when face barriers in work, encourage and motivation in work, clear direction in completing the job, and evaluation given by managers in work that succeeded to match the employees’ expectation with a good performance. Overall, the result indicates that company has delivered the high level of performance and meet the employee’s level of satisfaction of those attributes and of course it should continue being maintained

In Quadrant III, the indicator have low importance and low performance and it is labelled as “*low priority*”. There is only one attribute that has been plotted which is freedom in organizing their respective jobs. The data shows this attribute in low level of importance and performance. Generally in banking jobs, the employees working under the procedure and system that has been predetermined or set by the organization or Standard Operating Procedure (SOP) that is a guidance about task and authority that should be done by employees. Therefore, employees feel not really important in organizing their respective jobs, while the company has arranged and set up the procedure and system in organization.

The last one is Quadrant IV, this quadrant is labelled as “*possible overkill*”, which means that the importance is low while the performance is high. Autonomy (freedom) in completing the work by employees’ own way and freedom in giving opinion are placed in this quadrant. Obviously, autonomy (freedom) in completing the work by employees’ own way apparently perceived by employees not so important but the data shows the performance of this indicator is high. Probably managers believe that with giving autonomy or freedom to employees would deliver a positive effect to employees and organization performance therefore, managers had able to give freedom to employees in finished their task by their own way for more efficient. And then is freedom in giving opinion. Even though the level of importance assessed as low, but the employees have freedom and have chance to give opinion or suggestion in the organization, and might also because manager could deliver a good feedback to employees, so employees feel satisfied with the performance of this attribute.

CONCLUSION AND RECOMMENDATION

Conclusion

The conclusion below are drawn using IPA tools to link the importance and performance value.

1. For the indicator that included in Quadrant II which have high importance and high level of performance they are Assistance/help by managers when face barriers in work, Encourage and motivation in work, Clear direction in completing the job, and Evaluation given by managers in work that succeeded to match the employees’ expectation with a good performance.

2. Facilities provided by Bank SulutGo in supporting the work and Supervision and control for purpose to reach the target in work are placed as high important and low performance in Quadrant I.
3. Freedom in organizing their respective jobs assessed placed in low priority when the important level is low and performance also in low level which is in Quadrant III
4. Autonomy (freedom) in completing the work by employees' own way and Freedom in giving opinion are placed in Quadrant IV that means assessed as low important and high performance.

Recommendation

These recommendations are proposed by the researcher based on the results and discussion from the research. The primary aim of this recommendation is to improve the Employee Empowerment in Main Branch of Bank SulutGo.

1. Facilities provided by Bank SulutGo in supporting the work and Supervision and control for purpose to reach the target in work have high importance but running low on performance. Company should put more attention and improve the facility with provide more office supplies or equipment that support the employees' work, more expand the service space and office room, upgrading the machine or banking system to be more advanced, and more improve the individual needs of each employee in supporting the employment, employee needs and welfare. For Supervision and control for purpose to reach the target in work, the employees should be open to make an evaluation for managers about the supervision and control, and managers could implement the management by walking around.
2. Assistance/help by managers when face barriers in work, encourage and motivation in work, Clear direction in completing the job, and Evaluation given by managers in work has scored higher the average level of importance and performance, it means employees satisfied with the good performance of those attributes that company provided. Main Branch of Bank SulutGo Manado should keep up the good work and more maintain it and still improve those attributes in order to achieve organizational goals
3. Freedom in organizing their respective jobs assessed placed in low priority when the importance and performance in low level. The performance might be low because the employees generally working under the procedure and system that has been predetermined or set by the organization, and it also probably assessed by the employees as the factor that makes it not too important. If it is possible, company can make consideration with giving more space and more flexible to employees in organizing their respective jobs but just for the adjustable task.
4. Autonomy (freedom) in completing the work by employees' own way and Freedom in giving opinion rated as low important but have a high level of performance. Actually those attributes already have a good performance but they are still need to improve a little more and maintenance from the company to keep the performance.

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