

**IMPLEMENTATION OF EMPLOYEE EMPOWERMENT AT GILANG RAMADHAN
STUDIO BAND MUSIC SCHOOL (KAWANGKOAN BRANCH)**

*IMPLEMENTASI PEMBERDAYAAN KARYAWAN DI SEKOLAH MUSIK GILANG RAMADHAN
STUDIO BAND (CABANG KAWANGKOAN)*

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Abstract: The final project aims to find out the implementation of employee empowerment at Gilang Ramadhan Studio Band Music School Kawangkoan Branch. By using Khan's theory, which contains several indicators, namely Desire, Trust, Confidence, Credibility, Accountability, Communication. The research method used is a qualitative method. The analysis technique uses observation, interviews, and documentation. The results of the study found that desire on GRSB Kawangkoan has been well empowered, trust in GRSB Kawangkoan can be said to be enough empowered, confident employees at GRSB Kawangkoan have been well empowered, confident employees at GRSB Kawangkoan have been well empowered, credibility in GRSB Kawangkoan has been well empowered, accountability at GRSB Kawangkoan is quite well empowered, communication in GRSB Kawangkoan has been well empowered.

Keywords: Empowerment, performance, employee

Abstrak: Tugas akhir ini bertujuan untuk mengetahui implementasi pemberdayaan karyawan pada Gilang Ramadhan Studio Band Music School Cabang Kawangkoan. Dengan menggunakan teori Khan yang memuat beberapa indikator yaitu Desire, Trust, Confidence, Credibility, Accountability, Communication. Metode penelitian yang digunakan adalah metode kualitatif. Teknik analisis menggunakan observasi, wawancara, dan dokumentasi. Hasil penelitian menemukan bahwa keinginan pada GRSB Kawangkoan telah terberdayakan dengan baik, kepercayaan pada GRSB Kawangkoan dapat dikatakan cukup diberdayakan, percaya diri karyawan di GRSB Kawangkoan telah diberdayakan dengan baik, percaya diri karyawan di GRSB Kawangkoan telah diberdayakan dengan baik, kredibilitas dalam GRSB Kawangkoan sudah diberdayakan dengan baik, akuntabilitas di GRSB Kawangkoan cukup diberdayakan, komunikasi di GRSB Kawangkoan sudah diberdayakan dengan baik.

Kata Kunci: Pemberdayaan, kinerja, karyawan

INTRODUCTION

Research Background

The success of company management is largely determined by the utilization of human resources, where company managers must really pay attention to the attitudes, behavior, desires and needs of employees so that employees can be encouraged to improve their performance. Abadi and Chegini (2013) stated that empowerment and the dimensions of access to information, reward systems, determination, and competence have a positive and significant relationship with job satisfaction. The level of dedication, commitment and competence of the people who work will determine the extent to which the company will be able to improve its performance. In addition, empowerment is said to be a process of building high dedication and commitment so that the organization can be very effective in achieving its goals.

However, what has happened in the field has not implemented these things, ranging from small things encouraging each other to other employees, to coordinating each other in carrying out work, which sometimes employees neglect to carry out their work due to lack of coordination from leaders and subordinates, poor management, which can lead to performance that adversely affects employees and customers.

In maintaining the stability and situation of a company, employees and leaders can make good contributions to each other to produce higher performance than before. Based on the background of the above problems, the authors are interested in studying the implementation of employee empowerment at the Kawangkoan branch of GRSB Music School.

Research Objectives :

To find out the implementation of employee empowerment in improving the quality of employee performance at Gilang Ramadhan Studio Band Music School Branch Kawangkoan.

THEORITICAL FRAMEWORK

Empowerment Model

Khan (1997) offers an empowerment model that can be developed in an organization to ensure the success of the empowerment process in the organization.

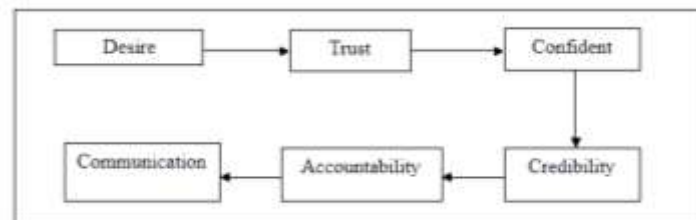


Figure 1. Empowerment Model

Source: Khan (1997)

1. Desire

The first stage in the empowerment model is management's desire to delegate and involve workers. Which includes:

 - a) Workers are given the opportunity to identify problems that develop.
 - b) Minimize directive personality and expand job opportunities.
 - c) Encourage the creation of new perspectives and rethinking of work strategies.
 - d) Develop team skills and train employees to control themselves.
2. Trust

The second stage is to build trust between management and employees. There is mutual trust among organizational members which creates favorable conditions for a fearless exchange of information and advice. Matters included in the trust include:

 - a. Provide opportunities for employees to participate in policy making.
 - b. Provide sufficient time and resources for employees to complete work.
 - c. Provide adequate training for employees for work needs.

- d. Appreciate different views and appreciate the success achieved by employees.
 - e. Provide access to adequate information.
3. Confidence
- The third stage in the empowerment process is to generate employee confidence by appreciating the abilities of employees. Things that include actions that make you confident include:
- a. Delegating important tasks to employees
 - b. Get ideas and suggestions from employees.
 - c. Expand tasks and build network between department
 - d. Provide a schedule of work instructions and encourage good completion.
4. Credibility
- The fourth stage is to maintain credibility with awards and develop a healthy work environment so as to create an organization that has high performance. Things that include credibility are:
- a. See employees as strategic partners
 - b. Improved targets across all jobs.
 - c. Introducing individual initiatives for change through participation.
 - d. Help resolve differences in setting goals and priorities.
5. Accountability
- The next stage in the empowerment process is the accountability of employees to the given authority. By establishing consistently and clearly the roles, standards and objectives of employee performance appraisals, this stage is a means to evaluate ongoing performance and the responsibilities of the given authority. Accountability includes:
- a. Using training paths in evaluating employee performance.
 - b. Provide clear assignments and measurements.
 - c. Engaging employees in setting standards and measurements.
 - d. Provide advice and assistance to employees in completing their workloads.
 - e. Provide a period and time to provide feedback.
6. Communication
- This stage is the last stage, it is hoped that there will be open communication so as to create mutual understanding between employees and management. This openness can be realized by the existence of criticism and suggestions on the results and achievements that have been achieved by the workers. Things that are included in the communication include:
- a. Establish an open door communication policy.
 - b. Take time to get information and discuss issues openly.
 - c. Provide opportunities for cross-training and operational.

Previous Research

Ega Leovani (2016) aimed to observe the implementation of employee empowerment model at PT. FIF Group in Palembang region. Descriptive analysis was used in this study. The primary data were collected by using questionnaire. The sample of this study was 74 respondent. Which were selected by using proportional cluster random sampling method. The analysis used employee's perception about empowerment. The result of this research indicates that empowerment is good. The most dominant employee empowerment was accountability. Meanwhile the lowest were trust and confidence

Wael Zaraket, Robert Garios, and Layla Abdel Malek (2018) aimed to analyze the impact of core components of employee empowerment on the organizational commitment in the Lebanese Banking sector. This research adopted the principles of positivism where the researcher was independent from the study. Since the study was already grounded from an existing theoretical framework with the purpose of testing hypotheses, the deductive approach was followed. After studying the existing literature related to the subject, the researcher conducted a quantitative study. The data was distributed and collected from 123 employees working in the Lebanese Banking sector using a self-administered questionnaire. The aim of this questionnaire was to explore the influence of job autonomy, motivation, training and compensation on organizational commitment. The hypotheses which were proposed to be tested during the research were verified. The results reflected a positive relation between the components of employee empowerment and organizational commitment. This was in alignment with the other business sectors in Lebanon and in similar banking sector in the region and the West. Accordingly, the banks should consider employee empowerment as one of the factors in promoting

organizational commitment. Consequently, this leads to employees' organizational retention in the Lebanese Banking sector.

Gibriel Badjie, Armanu Thoyib, Djumilah Hadiwidjojo, and Ainur Rofiq (2020) aimed to test the new measures of employee empowerment in a collectively social oriented society. The study applied questionnaire-based survey to obtain data and test the relationship between employee empowerment and organizational performance. A total of 80 completed questionnaires from the senior HR personnel from 40 organizations in the Gambia took part in the survey. Ten employees were engaged in a face-to-face interview, 2 private and 8 public organizations from among the 40 organizations that participated. Both SPSS and SmartPLS were utilized to analyses data. MGA is used to determine the difference private and public organizations. The study has indicated a significant relationship between employee empowerment and organizational performance. The findings revealed a small but not significant difference between the private and public organizations in their definition of employee empowerment in the Gambia based on MGA report. The findings discovered that the social nature of employees cannot be disputed, and a strong recognition of employees promotes organization performance. HR department and organizational flexibility relates more to employee's empowerment and has effect on attitude and behavior.

RESEARCH METHOD

Research Approach

In this study, researchers used qualitative research methods. According to Sugiyono (2011), qualitative research methods are research used to examine the condition of natural objects, (as opposed to experiments) where the researcher is the key instrument, sampling data sources is carried out.

Data Collection Technique

1. Observation
Observation is a method of collecting data using observations of the object of research that can be done directly or indirectly.
2. Interview
Interviews are a means to re-check or prove information or information that has been previously obtained.
3. Documentation
In this research, the documentation study conducted by the researcher is collecting data through written sources such as official documents, research papers and books relevant to this research.

RESULT AND DISCUSSION

Empowerment Model

Desire

In the first indicator, Desire, which is about the desire of management to delegate and involve its employees has been given to the leadership of GRSB Kawangkoan to its employees. With a different view, although there are some such things regarding important tasks delegated to employees, it only covers their respective jobs, and does not cross their limits as employees in the field itself. Employee empowerment by GRSB is already going well, with the opportunity to identify problems every employee gets that opportunity, then expand the employment opportunities that every employee has felt, employees are encouraged to create new strategies and think new perspectives, and of course develop the skills of their employees. The desire to empower employees for a company or music school such as GRSB Kawangkoan is very important, where employees are well empowered, certainly bringing good influence to the development of GRSB Kawangkoan music school itself, and this must be improved.

Trust

The second is trust, trust given by the leadership has been very good because GRSB Kawangkoan has provided opportunities for employees to participate in policy making, provide sufficient time and resources for employees to complete the work, and also provide adequate training for employees for work needs, appreciate differences of views and appreciate the success achieved by employees, provide access to adequate information. Although there are some employees who have not felt the distribution of training for their own work needs, and

this GRSB Kawangkoan must be able to find solutions so that other employees can feel the trust given by GRSB Kawangkoan.

Confidence

Third in employee empowerment is to cause employee confidence. From the interviews that have been conducted, all employees have comfort in the ability they provide in contributing to GRSB Kawangkoan. Such as the delegate of important tasks that each employee receives, conducts evaluations every month and provides ideas and suggestions, expands tasks and networks between departments, gets a schedule of work instructions and gets a good completion boost from the GRSB Kawangkoan. Although there are some employees who have not received the expansion of tasks and networks between departments.

Credibility

The fourth stage is credibility, at this stage the GRSB Kawangkoan leadership has good employee empowerment, and so all indicators of Credibility given to employees all feel it. Start by viewing employees as strategic partners, increasing targets across all occupations, introducing individual initiatives to effect change through participation, helping resolve differences in goal and priority determination GRSB Kawangkoan.

Accountability

And fifth is accountability which is an authority given to employees. For the use of training pathways in performance evaluation as employees, 50% do not get them. But provide clear tasks and measures, involve employees in determining standards and sizes, provide advice and assistance to employees in completing their work, provide periods and times for giving feedback all employees have obtained. The GRSB Kawangkoan leadership has given it so well.

Communication

Communication between GRSB Kawangkoan and employees has been very good. Start by setting an open door communication policy, making time to get information and discuss issues openly, providing opportunities for cross training. Although for cross training opportunities there are some of the employees do not get it.

CONCLUSION AND RECOMMENDATION

Conclusion

1. Desire on GRSB Kawangkoan has been well empowered, so from this desire the implementation of employee performance in GRSB Kawangkoan has been going well as well, because employees are given the opportunity to identify problems and encouraged to create new perspectives to improve the quality of existing work.
2. Trust in GRSB Kawangkoan can be said to be well empowered because employees can be involved in making policies. But the provision of training is still lacking, for that must be considered again. So that the performance of existing employees in GRSB Kawangkoan can be further developed.
3. Confident employees at GRSB Kawangkoan have been well empowered. With things like digging into ideas and suggestions from employees to be open to each other and build each other's employee confidence and it will have a positive impact on the employee's own performance.
4. Credibility in GRSB Kawangkoan has been well empowered, such as viewing employees as strategic partners and each employee is placed in a position of their own ability so that employee performance can also be carried out properly.
5. Accountability at GRSB Kawangkoan is quite well empowered, where employees are given clear tasks and clear sizes and can be the benchmark of every employee. So that the implementation of employee performance in GRSB runs quite well. By improving the training of existing employees.
6. Communication in GRSB Kawangkoan has been well empowered. Employee communication is facilitated by open door communication, and it will have a good impact on every employee so that employee performance can also improve.

Recommendation

1. Empowerment of desire in GRSB Kawangkoan is good and for that must be maintained, employee performance regarding this desire must be maintained also so that the implementation of employee performance in GRSB Kawangkoan remains good.
2. The empowerment of trusts in GRSB Kawangkoan is further enhanced because training for work needs has not been fully fulfilled and it can be a reconsideration material so that employee performance can also be more adequate.
3. Confident empowerment in GRSB Kawangkoan is good and must be maintained because confident employees will affect employee performance, when employees have good confidence it also supports the employee's own performance.
4. Empowerment credibility in GRSB Kawangkoan must be empowered again even though so far it has been good but must still be improved again for the progress of the company and employee performance.
5. Empowerment of accountability in GRSB Kawangkoan is good enough but further improved because accountability in the company is one of the things needed to build a better company and employee performance can also be well-informed.
6. The empowerment of communication in GRSB Kawangkoan is considered again to be improved because the empowerment of communication in a company is needed so that there is no misunderstanding and can encourage employees to be as good at work.

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