

# Analysis of Employee Empowerment through Planning in Sukamakmur District, Bogor Regency

Ginung Pratidina<sup>a\*</sup>, Abubakar Iskandar<sup>b</sup>

<sup>a</sup>Public Administration Science, Djuanda University, Ciawi Toll Road No. 1 Post Box 35 Bogor 16720

<sup>b</sup>Juanda University Postgraduate School, Ciawi Toll Road No. 1 Post Box 35 Bogor 16720

<sup>a</sup>Email: [ginung.pratidina@unida.ac.id](mailto:ginung.pratidina@unida.ac.id), <sup>b</sup>Email: [abubakar.iskandar.adn@unida.ac.id](mailto:abubakar.iskandar.adn@unida.ac.id)

## Abstract

Empowerment is an effort to improve employees whose performance is classified as low to become high performance. In this sense, when linked to planning, this effort is a Sukamakmur sub-district government program to optimize planning performance and performance accountability. Both of these things will significantly influence performance. The aim of this research is to describe the employee empowerment model; Analyze planning performance; Analyzing performance accountability. This research uses a "Phenomenology" perspective. Meanwhile, the method used is a survey. Therefore, the approach used is a conventional approach. The samples taken were 35 informants. The data taken is primary and secondary data. Data collection was carried out through method triangulation and source triangulation. Data analysis was carried out through performance planning and performance accountability. Research shows that the Employee Empowerment Model uses a "cognitive approach" and a "participatory approach." In addition, this approach allows leaders to evaluate planning performance and performance accountability. Performance planning includes several components, namely administrative services and employee training. Meanwhile, the level of implementation of planning is the basis for assessing the success and failure of implementing programs and activities according to the goals and objectives that have been set. Meanwhile, the level of reporting that is timely and on target is in accordance with the implementation of planning. Meanwhile, performance accountability consists of service quality and sub-district training. The quality of administrative services both quantitatively and qualitatively for employees in Sukamakmur District is in the "very high quality" category. Meanwhile, the level of sub-district training, both mental and spiritual training, performance development and discipline training and training in Sukamakmur Sub-district is in the "very successful" category.

**Keywords:** employee empowerment; performance planning; performance accountability; performance measurement; company performance.

---

*Received:* 5/3/2024

*Accepted:* 7/3/2024

*Published:* 7/13/2024

---

\* Corresponding author.

## **1. Introduction**

Empowerment is an effort to improve employees who are classified as low performing to high performing. In this sense, when linked to planning, this business is a Sukamakmur sub-district government program to optimize performance planning and performance accountability. Both of these things will significantly influence performance. Performance planning is a form of actualization of Regulations [8] regarding regulatory references for the implementation of work agreements and, control procedures for what is done according to programs and activities carried out by employees. In this way, empowering employees with low performance to become high achievers requires careful planning so that employee empowerment is carried out in the short, medium and long term. It should be noted that bureaucratic reform requires the simplification of excellent public service procedures. In this context, Sukamakmur sub-district government officials are required to improve employee performance in order to optimize their duties and functions in responding to applicable government regulations in the realm of reforming existing government organizations. For this purpose, performance accountability is a must for every employee in accordance with the regulations above. This performance report contains methods for measuring work plans according to variables, dimensions, indicators and parameters that have been determined based on their duties and roles. The main duties and functions of each employee need to be managed through better bureaucratic management.

According to [14] management is the ability of a leader to carry out tasks effectively and efficiently by using a number of workers in the office according to the targets set in the work program. Guided by the opinion above, the real bureaucratic management of Sukamakmur Subdistrict is actually the skill and intelligence of a top leader at the subdistrict level who is determined to achieve output according to predetermined goals by utilizing the energy and power of all employees. For this reason, one of the elements in the bureaucratic management of Sukamakmur District is planning. The core idea is that the activity program that has been formulated is in line with the targets of the Sukamakmur District government, namely supporting the achievement of the regional government vision that has been formulated in the vision and mission. According to [14], planning is all human thoughts and imagination that are arranged in a structured, systematic and massive manner from a leader or a group of people who are rationally educated, fair and scientifically responsible for several problems that will be implemented in the future. comes which consists of several important elements in a plan as explained below, including the following

### **a. Standardization of Results**

Standardization of Results is an effort to describe the output that must be achieved using the right method so that it can achieve targets when taking into account the available materials, facilities and infrastructure, finances and so on.

### **b. Systematic Action**

Systematic activities are the sequence of work that should be carried out by employees so that the process of achieving output can be realized. Some activity styles according to [3] are as follows:

### **b.1. Activity Dependencies**

Interdependent activities are activities that depend on each other. For example, a work program designing an online socialization work program has several work sub programs which always require each other, such as having to procure IT experts, procure computers, design program design and so on.

### **b.2. Double Job**

Double Work is when an employee is given the task of completing one job in addition to completing another job at the same time. For example, the time to shop for office stationery is only one hour, apart from other activities you want to do, for example buying office food and drinks, photocopies and so on.

### **b.3.Overwork**

Overwork is a task given to an employee for two jobs or several jobs at the same time. For example: a staff member who is assigned to organize archives, in addition to responding to calls from superiors or colleagues. Meanwhile, structurally and functionally the Sukamakmur sub-district government is in accordance with applicable laws [9] including: (a) implementation of the general functions assigned; (b) coordination of improving less capable employees to become capable of improving performance; (c) coordination of environmental harmonization conditions activities; (d) coordination of the application of various applicable laws and regulations; (e) coordination of maintenance of available material and non-material resources; (f) coordination of the actualization of work programs in the Sukamakmur sub-district area; (g) guidance and control of work programs in village and sub-district government areas; (h) carry out the interests of regional governments which are central and regional authorities; (i) carry out sub-district administration and secretariat; and (j) carry out other roles and work assigned by superiors.

## **2. Goals**

The aim of this research is as follows

1. Describe the employee empowerment model in Sukamakmur sub-district;
2. Analyze performance planning in Sukamakmur sub-district;
3. Analyze performance accountability in Sukamakmur sub-district

## **3. Materials and Methods**

### **Paradigm, Method and Research Approach**

This investigation follows the "Phenomenology" perspective. The Phenomenology perspective looks at human behavior regarding what they say and do as a result of them understanding or comprehending what they are doing Reference[2]. Meanwhile, the method or method used is the survey method, so the approach that is appropriate to refer to is conventional by using a survey method with descriptive qualitative explanations and it is hoped that

performance planning and performance accountability will be used to see the extent of employee performance [7]

### **Time and Place**

The investigation began from July to December 2023 in Sukamakmur District

### **Population and Sample**

The population used was all officials in Sukamakmur District, while the sample taken was 35 informants. through selective identification. Researchers believe that by taking representative samples, correct information will be obtained. Therefore, sampling is carried out deliberately rather than sampling using other sampling methods.

### **Data Collection**

The data taken is primary data and secondary data. Primary data was obtained from informants, while secondary data was obtained from other related agencies.

Meanwhile, two methods were used to collect data, namely triangulation of data collection methods and triangulation of data sources [1].

#### **1. Triangulation How to Obtain Data**

Triangulation how to obtain data is a procedure and mechanism for collecting data by analyzing data from one informant with another through observation and question and answer with the following explanation

a. The observations in question are ordinary observations where the researcher is not part of the agency concerned, but the researcher is outside the agency and only collects data through pre-determined informants and other agencies, namely agencies that have working relationships with related agencies regarding performance planning and performance accountability. Thus, the researcher is an outside person who is conducting an investigation through direct observation of the main data and other supporting data [15]

b. Interviews are a process where researchers must build collaboration with informants in obtaining data [4]

#### **2. Triangulation of Data Acquisition**

Triangulation of data acquisition is the main data taken from the Sukamakmur District Office, also through the existing Village Office and Subdistrict Office regarding verbal and non-verbal or written data regarding performance planning and performance accountability, of course still paying attention to the validity and reliability of the data in contact with performance planning and performance accountability. This view will produce depth of knowledge to formulate performance planning and performance accountability

### **Procedure for Interpreting Informant**

Expressions Data and information obtained verbally, non-verbally or written through the informant's views on

performance planning and performance accountability using qualitative descriptive analysis. Concerning the informant's views regarding verbal and non-verbal data, it is analyzed through attitude measurement based on a Likert scale using intervals 1-5 [5]. Furthermore, the procedures for measuring attitudes based on the Likert scale refer to investigations carried out by researchers [11]. The procedures for measuring attitudes based on the Likert scale are then arranged in an assessment format as arranged in the systematic numerical assessment in the following table.

**Table 1:** Procedure for Interpreting Informant Expressions

<b>Determining Numbers</b>	<b>Perspectives on Qualitative Data</b>	<b>Quality Letters</b>
4,2 – 5	Very Planned	A
3,3 – 4,1	Planned	B
2,4 – 3,2	Quite Threatened	C
1,5 – 2,3	Unplanned	D
0,6 – 1,4	Very Unplanned	E

After determining the numbers and perspectives regarding the qualitative data and determining the quality letters based on the interpretation of the informants' expressions, it is then analyzed whether based on the numbers they are in the categories of very planned, planned, quite planned, unplanned or very unplanned.

#### **4. Results**

##### ***4.1. Employee Empowerment Model in Sukamakmur District***

Based on these successes and obstacles, alternative solutions are carried out through a "cognitive approach" and a "participatory approach." A cognitive-oriented approach to education and training, curriculum, syllabus and learning units can refer to the world of higher education [10]. The basic idea is still to pay attention to the ability to master science and technology in the field of work of employees in Sukamakmur District

In principle, education is the transformation of new science and technology, both in terms of persistent access to national and international journals, books written in Indonesian or English, and other media. This kind of socialization of science and technology can create smart and intelligent employees who play an optimal role as a result of the curriculum, syllabus and learning program units according to their field of expertise, of course it must be oriented towards the interests and needs of the bureaucratic domain or with the dimension of short educational activities that culminate in courses. courses and aims to improve employee performance so that they will be ready to work anytime and anywhere if assigned. Meanwhile, the participatory approach requires the involvement of stakeholders in planning performance planning and performance accountability. It was further explained that this strategy opens up opportunities for leaders to carry out assessments of performance planning and performance accountability

**4.2. Performance Planning in Sukamakmur District**

Performance planning includes several components, namely administrative services and employee training. Regarding the level of public satisfaction with administrative services as in the following table

**Table 2:** Informants' answers regarding public satisfaction regarding administrative services

Number	Informant Response Choices	f	(x)	f (x)	$M = \frac{\sum f(x)}{n}$
1.	Very Serving	Serving 20	5	100	155 /35
2.	Fairly	Serving 10	4	40	
3.	Not	Serving 5	3	15	
4.	Very Not Serving	0	2	0	
5.		0	1	0	
<b>Total</b>		<b>35</b>		<b>155</b>	<b>4,4</b>

In accordance with the explanation above, it turns out that the response from the informant regarding the administrative services from officers to the community served in performance planning matters was obtained quantitatively in the 4.4 category so that according to the existing evaluation indicators it can be classified as "very serviceable"

Meanwhile, the level of implementation of village/sub-district planning becomes a benchmark when providing evaluations of success and failure in carrying out tasks, functions and roles based on predetermined problems and objectives. In detail, the level of implementation of village/subdistrict planning in Sukamakmur District is as shown in the following table

**Table 3:** Informant answers regarding implementation of village/subdistrict planning

Number	Alternative Answers	f	(x)	f (x)	$M = \frac{\sum f(x)}{n}$
1.	Very Successful	35	5	175 0	175 /35
2.	Successful	Fairly 0	4	0	
3.	Successful	Not 0	3	0	
4.	Successful	Very 0	2	0	
5.	Unsuccessful	0	1		
<b>Total</b>		<b>35</b>		<b>175</b>	<b>5,00</b>

In accordance with the explanation above, it turns out that the response from the informant regarding the accuracy of reporting from officers to superiors where the employee was working on the issue of implementing village/subdistrict planning was obtained quantitatively in the 5.00 category so that according to the existing evaluation indicators it could be classified as "very successful".

Meanwhile, the degree of work results achieved by these employees is based on the implementation time and the

goals to be achieved in the Village/Subdistrict planning in assessing the success of the accuracy of the goals and targets that have been set in Sukamakmur District as in the following table

**Table 4:** Informants' answers regarding the accuracy of reporting according to goals and objectives

Number	Alternative Answers	f	(x)	f(x)	$M = \frac{\sum f(x)}{n}$
1.	Very Accurate	35	5	175	175 /35
2.	Accurate Quite	0	4	0	
3.	Accurate Inaccurate	0	3	0	
4.	Very Inaccurate	0	2	0	
5.		0	1		
<b>Total</b>		<b>35</b>		<b>175</b>	<b>5,00</b>

In

accordance with this explanation, it turns out that the response from the informant regarding the accuracy of reporting according to the goals and objectives of the officer to the superior where the employee is working on the issue of accuracy of reporting according to the goals and objectives of Village/Kelurahan Planning is obtained numerically in the 5.00 category so that according to the existing evaluation indicators it can be classified as "very appropriate". The success when carrying out employee empowerment in Sukamakmur District is because there is consistency in costs if at any time financial revisions arise, maximization of staff work and regular communication with other relevant components. Meanwhile the failure is due to a mismatch in working hours. according to costs and work plans that have been prepared or programmed. Therefore, the solution to overcome this failure is that employee obedience is very necessary when carrying out work according to finances and plans that have been mutually agreed upon. Based on the qualitative descriptive analysis above, it is known that employee performance still shows obstacles and problems. This should not be taken lightly but we must continue to try to carry out revision and empowerment alternatives to optimize employee activities in Sukamakmur District, Bogor Regency itself.

The existence of the title "obstacles and problems" regarding the employee's performance shows that this employee has been able to perform bad or shoddy work when carrying out his duties. According to [6], performance is the workload and volume of work both linguistically and numerically achieved by an employee when carrying out the roles and functions assigned to him. Meanwhile [13] argues that: performance is real work or the output of a process. This opinion concludes that performance is the result of a work process, which starts from planning when deciding on mechanisms and procedures that must be carried out, which jobs need to be carried out in order to achieve them, and in principle lies in assessing the employee's performance. So activity is carrying out an activity and completing it in accordance with one's responsibilities with results as previously expected by the party who gave the task.

**4.3. Performance Accountability in Sukamakmur District**

Work responsibility in the Sukamakmur District government is a moral obligation in carrying out daily tasks containing work facts in achieving programs and activities that have been created for integrity which will be

carried out in 2022. To assess performance accountability, parameter indicators are used. through comparative studies of work goals and targets with real results that have been expressed in integrity facts. Meanwhile, performance accountability consists of service quality and sub-district development

**a. Service quality**

Quality of administrative services both quantitatively and qualitatively for employees in Sukamakmur District. The quality of administrative services, satisfaction level, is as shown in the following table

**Table 5:** Informant answers regarding the quality of administrative services

Number	Alternative Answers	f	(x)	f (x)	$M = \frac{\sum f(x)}{n}$
1.	Highly Qualified	17	5	85	148 /35
2.	Qualified Fairly	10	4	24	
3.	Qualified Not	8	3	0	
4.	Qualified Very	0	2	0	
5.	Not Qualified	0	1	0	
<b>Total</b>		<b>35</b>		<b>148</b>	<b>4,2</b>

The qualitative description above shows that the responses from informants regarding the quality of administrative services in accordance with the goals and objectives that have been prepared in standard operational procedures and are oriented towards the work program in which the employee works in the village/district government are obtained numerically in the 4.2 category, thus then according to the existing evaluation indicators it can be classified as "very high quality"

**b. District Development**

The level of sub-district development includes mental spiritual developmnt, performance development as well as discipline development and service development in Sukamakmur District as in the following table

**Table 6:** Informant answers regarding sub-district development

Number	Alternative Answers	f	(x)	f (x)	$M = \frac{\sum f(x)}{n}$
1.	Very Successful Successful	35	5	175	175 /35
2.	Fairly Successful Not	0	4	0	
3.	Successful Very	0	3	0	
4.	Unsuccessful	0	2	0	
5.		0	1	0	
<b>Total</b>		<b>35</b>		<b>175</b>	<b>5,00</b>

The illustration in the table above shows that the informant's expressions in the statement regarding sub-district



development, including spiritual mental development, performance development, discipline development and service development in Sukamakmur District, in fact show that sub-district development is at the 5.00 criterion and is classified in the linguistic evaluation criteria. at the “very successful” level

### **c.Understanding Accountability**

The definition of accountability is a form of consistency of an employee towards his work when asked by a superior or other institution and can be explained in detail regarding ideas, narratives and can be done well. Thus, work accountability is a moral demand for an employee that will be requested internally and externally in situations anytime, anywhere and to anyone. According to [13] work accountability is the attitude and behavior of an employee when asked by stakeholders and is always ready to provide data, both written and verbal, both quantitatively and qualitatively, transparently, honestly without data manipulation, both legally and ethically in the position of the employee. faced in front of the leadership or in front of other institutions that require employee

### **d.Commitment and Consistency**

Commitment and consistency of accountability are in principle based on programs and work plans that have been formulated, and adhere to standard operating procedures and must not deviate or manipulate data either verbally or in writing and must be explained honestly, openly and objectively accurately, concisely. and clearly before parties who have an interest in the data. both material and non-material liability. Some basic principles that should not be abandoned by an employee are how to utilize existing resources effectively and efficiently, so that the vision and mission of the organization which has been outlined in programs and activities can be achieved optimally without any deviation and fraud in carrying out the tasks that have been assigned to an employee. employees, tenacious, honest and open to anyone and to any institution who asks

### **e.Type of Liability**

A number of types of responsibility for an employee, both conceptually and operationally, are as follows: (1) financial responsibility is how to account for financial types in the debit and credit balance sheet regularly with existing formal evidence, (2) legal responsibility, namely a person employees are able to show debit and credit balances along with proof of expenditure and income regularly and can be shown to anyone formally so that they are not trapped in demands by the police, prosecutors and judges or the Corruption Eradication Commission, (3) accountability for work programs, namely the attitude and behavior of an employee carrying out the load and volume of work as well as existing standard operational procedures without deviation and manipulation of data, (4) process accountability is an action carried out by an employee through stages without jumping logically in carrying out the program, (5) outcome accountability, namely the scientific attitude of an employee in carrying out tasks based on definite input, process and output so that the realization can be seen in the outcome.

### **f.Liability Sample**

The accountability sample in question is the final report of a work program. This final report contains the following systematics: (1) summary, (2) introduction, (3) literature review, (4) program implementation

methodology,(5)results,(6)conclusion,(7)bibliography,and(8)necessary attachments.

## **5. Conclusion**

From the results of this research, a number of conclusions can be drawn which are the essence of this research as follows. that the Employee Empowerment Model in Sukamakmur District uses a "cognitive approach" and "participatory approach. A cognitive approach oriented towards education and training. The design of educational and teaching curricula, syllabi and lecture units can be applied conceptually to the world of higher education. The basic idea is, in principle, to increase the personal capacity of employees in Sukamakmur District. Meanwhile, the participatory approach requires the involvement of stakeholders in planning performance planning and performance accountability. Furthermore, this conceptual formulation provides opportunities for top leaders when monitoring and assessing performance planning and performance accountability is carried out. Performance planning includes several components, namely administrative services and employee development. performance planning obtained an interpretation figure of "very satisfied". Meanwhile, the level of implementation of village/sub-district planning becomes a guideline when evaluating successes and setbacks in operationalizing technical guidelines and technical instructions based on performance planning and performance accountability that have been collectively agreed and are in the "very successful" category. Meanwhile, the degree of reliability of reports that are valid and reliable according to the implementation of Village/Subdistrict planning is in the "very appropriate" category. Meanwhile, performance accountability consists of service quality and sub-district guidance. The quality of administrative services both quantitatively and qualitatively for employees in Sukamakmur District is in the "very high quality" category. Meanwhile, the level of sub-district development, including spiritual mental development, performance development, discipline development and service development in Sukamakmur District, is in the "very successful "category.

## **Acknowledgments**

This research can be carried out through the researcher's imagination, which is then generated as an idea, then outlined in a scientific research proposal with funding from Djuanda University, Bogor. The research can be successful with financial support and reviewer guidance so that the results of this research can be said to have met the requirements both at the level of data reliability and data validity that can be scientifically justified. For this reason, the researcher would like to express his gratitude to the Chancellor of Djuanda University who has provided recommendations to researchers to conduct research in the Sukamakmur sub-district area. Apart from that, the researcher also expressed his high appreciation to the Dean of the Faculty of Social and Political Sciences, the Deputy Dean for academic affairs, the Head of the public administration study program, along with all colleagues and administrators who have helped the researcher in carrying out this research.

## **Bibliography**

- [1] Andarusni A, dan Mariyani. "Seni Mengelola Data: Penerapan Triangulasi Teknik, Sumber dan Waktu pada Penelitian Pendidikan Sosial.HISTORIS". Kajian Penelitian dan Pengembangan Pendidikan Sejarah, Vol 5, pp. 146-150, 2020

- [2] Bodgan, R, dan Taylor, S. *Kualitatif Dasar-Dasar Penelitian*. Surabaya, Penerbit Usaha Nasional. 1993, pp. 44-45
- [3] Deacon, R.E., dan Firebaugh, F.M. 1981. *Family Resource Management Principles and Applications*. Boston, Atlantic Avenue, 1981, pp. 470
- [4] Mita Rosaliza. (2015). “Wawancara Sebuah Interaksi Komunikasi Dalam Penelitian Kualitatif”, *Jurnal Ilmu Budaya*, Vol 11, pp. 71-79, 2015
- [5] Muller. *Mengukur Sikap Sosial*. Jakarta, Bumi Aksara. 1992, pp. 11-25
- [6] Mangkunegara, A. A. Anwar Prabu. *Manajemen Sumber Daya Manusia Perusahaan*. Jakarta, Remaja Rosdakarya. 2015, pp. 67
- [7] Nadia, A. “Implementasi Kebijakan Pengembangan Pariwisata Melalui Ajang Mojang Jejaka Sebagai Duta Pariwisata”. *Jurnal GOVERNANSI*, Vol 9, pp. 71-73, 2023
- [8] Peraturan Menteri Negara Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 53 Tahun 2014 tentang Petunjuk Teknis Perjanjian Kinerja, Pelaporan Kinerja. Jakarta, Menteri Negara Pendayagunaan Aparatur Negara, 2014, pp. 1-6
- [9] Peraturan Bupati Bogor Nomor 72 Tahun 2016 Tentang Pelaksanaan Tugas-Tugas Umum Pemerintahan. Bogor, Bupati Kabupaten Bogor, 2016, pp. 4-5
- [10] Rahardjo, D. *Pengembangan Perekonomian Masyarakat : Sebuah Alternatif Model Bagi Muhammadiyah*. Surakarta, Muhammadiyah University Press. 2000, pp.107-112
- [11] Susilawati Gunawan, Iis Sinsin, Andri Yan Prima Zani. "Hubungan Antara Pengetahuan dan Sikap dengan Perilaku Pencegahan COVID-19 Pada Peserta Seminar Online STIKes Raflesia“ . *Indonesian Journal of Health Promotion and Behavior*, Vol 3, pp. 47-57, 2020
- [12] Sugiyono. *Metode Penelitian Administrasi Dilengkapi dengan R&D*. Bandung, Alfabeta, 2012, pp.90-103
- [13] Seldal, M. M.Naeser, and Ellen K. Nyhus. “Financial Vulnerability, Financial Literacy, and the Use of Digital Payment Technologies”. *Journal of Consumer Policy*, Vol 45, pp. 281-306, 2022
- [14] Siagian, S.P. *Filsafat Administrasi*. Jakarta, Gunung Agung, 1980, pp.108-111
- [15] Veny Ari Sejati. „Penelitian Observasi Partisipatif Bentuk Komunikasi Interkultural Pelajar Internasional Embassy English Brighton United Kingdom“, *Jurnal Penelitian Ilmu-Ilmu Sosial*, Vol 20, pp. 21-24, 2019