

# The Impact of Empowering Leadership and Work Engagement on the Performance of Functional Officials

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## Abstract

*The performance of functional officials is one of the government's keys to improving the performance of the organization. Empowering leadership and work engagement in functional officials are things that are indicated to affect the performance of functional officials. This study aims to examine and analyze the impact of empowering leadership and work engagement on the performance of functional officials. Respondents in this study were 180 functional officials within the Secretariat General of the Ministry of Finance. Data were obtained by distributing questionnaires to functional officials. This study uses an explanatory survey method with path analysis. The results of this study indicate that empowering leadership and work engagement have a significant impact on the performance of functional officials.*

## Keywords

empowering leadership; work engagement; the performance of functional officials



## I. Introduction

At the plenary meeting of the People's Consultative Assembly (MPR) on October 20, 2019, the President mandated the simplification of the bureaucracy to create a dynamic, agile, and professional bureaucracy to improve the quality of performance and services to the community. This was followed up by the Ministry of Empowerment of State Apparatus and Empowerment of State Apparatus and Bureaucratic Reform (PAN-RB) with 3 concrete steps, namely organizational structuring, structuring functional positions, and position transformation (Ministry of State Apparatus Empowerment and Bureaucratic Reform, 2019) which has been started since the end of 2019 until now. One of the policies highlighted in the Ministry's organization is the abolition of supervisory (Echelon IV) and Administrator (Echelon III) positions in the organizational structure. This was followed up by the transfer of structural officials affected by the abolition of positions to functional positions and had implications for the development of functional positions, both in terms of the number of functional positions and the number of functional officials themselves. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

Law Number 5 of 2014 explains that Functional Positions are positions that contain functions and duties related to functional positions based on certain skills and expertise. This means that employees who occupy functional positions or so-called functional officials are required to have special competencies for a certain function, whether proven by the certification and/or certain assessments. Based on Government Regulation Number 11 of 2017 that functional officials are directly responsible to the highest Pratama leadership, administration officials, or related supervisory officials, but with the policy of

transformation of positions in supervisory and administrator positions, in the organizational structure of functional officials will be and directly responsible to Pratama high leadership (echelon II).

The Secretariat General of the Ministry of Finance as one of echelon I of major ministry that has carried out comprehensive and sustainable bureaucratic reforms, has implemented this position transformation policy through a program of delayering/simplification of the bureaucracy through the selective cutting of echelons III, IV, and V and replaced with functional positions. . The Secretariat General as the prime mover in the Ministry of Finance also actively encourages implementers who have met the criteria to move into functional positions and continue to develop these functional positions.

Based on data obtained from Organizational Performance Sub Managers of the Secretariat General of the Ministry of Finance, on the results of Quality Contract Performance functional officials in 2020 with the dimensions of Employee Performance Goals consisting of quantity, quality, time, and cost, as well as dimensions of Work Behavior which consists of service orientation, commitment, work initiative, cooperation, and leadership, it was found that around 80% of functional officials already had a sufficient performance rating with an Employee Performance Value of more than 70 and less than 90, while around 20% had a score of performance of 90 to 120 with good performance predicate. The quantity aspect of performance is dominating in achieving the performance targets of functional officials but has not been accompanied by an increase in aspects of quality, time, and cost. This indicates that functional officials have not given the best performance in their work and will increasingly affect the entire organization in the future. Many factors can affect the performance of an employee. Musyafi et.al. (2016) explained that employee performance can be influenced by financial and non-financial factors. In the world of bureaucracy, financial factors such as allowances and salaries are something that has been determined from the start when a position is formed by the government, and making changes to these financial factors will require a national consideration because it is related to the state's financial capacity. At the same time, there is sufficient pragmatic evidence to suggest that finance has a variable and perhaps insignificant impact on improving employee performance (Gupta dan Shaw, 2014). This is different from non-financial factors such as empowering leadership and work engagement which are factors that can be managed and developed by every government organization to improve the performance of its employees.

The management of functional officials is a challenge in itself from an organizational perspective, it may even become a new problem for echelon II leaders as direct supervisors if they cannot empower functional officials to give their best performance. Improving employee performance itself has a relationship with empowering leadership because the main component is empowering teams to work together and encouraging team members to develop self-management management (Purnamawati and Yuniarta, 2016). Based on the results of the Ministry of Finance Organization Fitness Index in 2019, the leadership dimension at the Secretariat General got a score of 86. This value is considered to still have not provided the expected impact of the Secretariat General of the Ministry of Finance when viewed based on the Performance Report of the Secretariat General of the Ministry of Finance in 2020. This is also in line with the results of interviews with functional officials of the Secretariat General of the Ministry of Finance where the majority of echelon II officials as leaders/direct superiors have not optimally empowered their subordinates. This condition is reflected in the attitude of the leaders who are still low in encouraging functional officials to participate in important meetings and are asked for

ideas and opinions according to their expertise including providing direction and encouragement to solve a problem together which makes functional officials feel like they are not considered their expertise and feel unnecessary in the organization. In addition, only a small number of echelon II officials routinely provide information related to organizational goals or strategic plans directly to functional officials, so functional officials often experience difficulties in aligning the performance that must be achieved. This indicates that empowering leadership has not been implemented properly.

Every position including functional positions in an organization should be filled by the needs of the organization, but conditions that are not ideal and the urgent needs of the organization cause filling a position to tend to be an order from the leader to his subordinates. In filling functional positions at the Secretariat General of the Ministry of Finance there are also several obstacles, there are positions that are filled according to the talents and interests of employees, but some are filled based on orders from the leadership due to organizational needs. This causes various views related to the positions they currently occupy. This condition has the potential to reduce the work engagement of functional officials with the position they occupy because they feel compelled to sit in that position and are not passionate about carrying out their duties. When an employee works according to his interests and abilities, it will strengthen his attachment to his work and will improve the performance of an employee (Hu et al., 2019), and vice versa if an employee works without any attachment to his work, it will result in the loss of employee enthusiasm in carrying out their duties. nor will they have a strong dedication to the organization they work for. Functional officials who are uncomfortable with their positions do not feel proud of the work they do, feel their work is very difficult to achieve, are not enthusiastic about carrying out their duties, and submit their resignation from the position they currently occupy and prefer to become ordinary staff. This indicates that there is a crucial problem with the attachment between a position and the employee who occupies the position or what is known as work engagement.

Based on this phenomenon, the authors are interested in knowing non-financial factors that can affect the performance of functional officials at the Secretariat General of the Ministry of Finance. This research is important and will provide great benefits for research in the world of bureaucracy as a continuous improvement process in the future. In addition, this study will also fill in the gaps in previous research that has more research in the private sector.

## **II. Review of Literature**

### **2.1 Empowering Leadership on The Performance of Functional Official**

The concept of empowering leadership has been introduced a long time ago, starting with the flow of supportive leadership research, employee coaching, employee involvement, delegation behavior in situational leadership theory, participatory leadership, super leadership, and individual leadership that specifies self-esteem support from followers (Herrmann dan Felfe, 2013). Empowering leadership can be referred to as a process in which leaders create a supportive environment and delegate power and autonomy to subordinates in carrying out their work and making decisions about what they do (Zhu et al., 2019). This is in line with the opinion of Hakimi et al. (2010) who define empowering leadership as a set of management practices including decentralization, participation, information sharing, and training.

Empowering leadership cannot be simply adopted, but must be ensured that it is applied at a high level with a clear clarification of work goals and roles (Humborstad et al., 2014). If you look at the increasingly dynamic work environment, empowering employees can provide benefits for the organization to maintain a competitive position in the market. When empowered employees believe in their abilities over the delegation given by the leadership, they will feel they have done something meaningful for the organization (Kim et al., 2018). Based on the description in this study, empowering leadership is seen as creating an environment by leaders who support and delegate power and build an atmosphere of active participation by subordinates in achieving organizational goals with 5 dimensions that can be used as measuring tools, namely (1) Leading by example, (2) Coaching, (3) Participative Decision-Making, (4) Informing, and (5) Showing Concern/Interacting with the Team (Arnold et al., 2000).

Leaders must be able to impact team members to work toward a common goal (Hoch and Dulebohn, 2017) so that they can feel that their presence is necessary for the success of the organization through the performance they produce or what is commonly referred to as empowering leadership. Echelon II officials as leaders for executives and functional officials will be effective by empowering leadership to motivate, inspire subordinates, and resolve conflicts between people (Shah, 2018). A leader must be able to understand the motivation and behavior of employees, have an attitude of interest and care for employees, able to communicate effectively and provide inspiration to employees, this shows that an empowering leadership attitude has been owned by a leader. Zhang and Bartol (cited in Arizqi and Fachrunnisa, 2017) say that leaders who have an empowering attitude should be able to empower their subordinates' abilities to lead themselves, take responsibility for their actions, and get rewards for what they have produced. This attitude will also increase pride, confidence, loyalty, and an attitude to be better. Leaders must be ready to become agents of change for their subordinates through the knowledge and power they have to accompany and facilitate change in the organization. This change agent must also start from the top management to prepare the structure below it. Employee performance itself has a relationship with empowering leadership because the main component is empowering teams to work together and encouraging team members to develop self-management management to improve employee performance (Purnamawati and Yuniarta, 2016). When these behaviors are owned by the leadership, functional officials will provide much better performance as a manifestation of the trust and inspiration provided by the leadership.

## **2.2 Work engagement on The Performance of Functional Official**

Schaufeli et al (cited in Hu et al., 2019) define work engagement as an experience in satisfying employees which consists of a situation with a high sense of enthusiasm and dedication, as well as a deep absorption of a job. Salanova et al (cited in Ortiz Isabeles and García Avitia, 2020) also describe work engagement as a positive cognitive-affective state that connects employees with activities carried out in carrying out their work and feels able to meet its demands. These feelings persist over time and are not focused solely on a particular object, situation, or behavior. Work engagement has been associated with better mental and physical health in terms of lower levels of depression, anxiety, healthy heart activity, better sleep quality, less psychological stress (Shimazu et al., 2018), and work engagement provides benefits for employee and organizational performance which is described by a low frequency of absences, a lower risk of absenteeism due to illness, better quality, fewer errors, and business growth.

In line with that, work engagement will also provide them with valuable life resources and experiences such as a sense of meaning, challenge, challenge, and satisfaction that can be obtained with a brilliant career path (Eldor, 2016). Based on this explanation, in this study, work engagement is defined as an employee's sense of satisfaction with the work done with enthusiasm and dedication in meeting the challenges and targets that he wants. Schaufeli and colleagues (cited in Peláez et al., 2020) describe work engagement as the opposite of work fatigue, where work engagement can be created in employees when they understand it as a positive state characterized by three dimensions, namely (1) Vigor, (2) Dedication, and (3) Absorption.

Deci and Ryan (cited in Hu et al., 2019) explain that with a strong work engagement, it is found that employees will be intrinsically motivated to improve their work skills. A strong work engagement will improve the performance of an employee and the organization will also be able to retain talented employees (Hu et al., 2019). When work engagement is created, employees will feel that their contribution is needed for the organization, thereby increasing the enthusiasm to use their skills and expertise better and develop their careers. Functional officials who have work engagement with their work will be motivated to continuously improve their skills and abilities at work. This will directly improve their performance in completing their work. Therefore, when the work engagement is strong, the performance given will also be higher.

### **2.3 Empowering Leadership and Work engagement on The Performance of Functional Official**

The leadership factor is one of the factors that affect an employee's work engagement (Supriatna, 2018). Leaders who can provide guidance, trust, and attention to their subordinates will provide higher opportunities to get employee work engagement. If an employee feels that he does not get good leadership at work and is not empowered according to his abilities, then the employee will tend to feel independent from his work and organization. They will look for jobs that match their talents and interests led by a leader who can see their potential and develop their abilities.

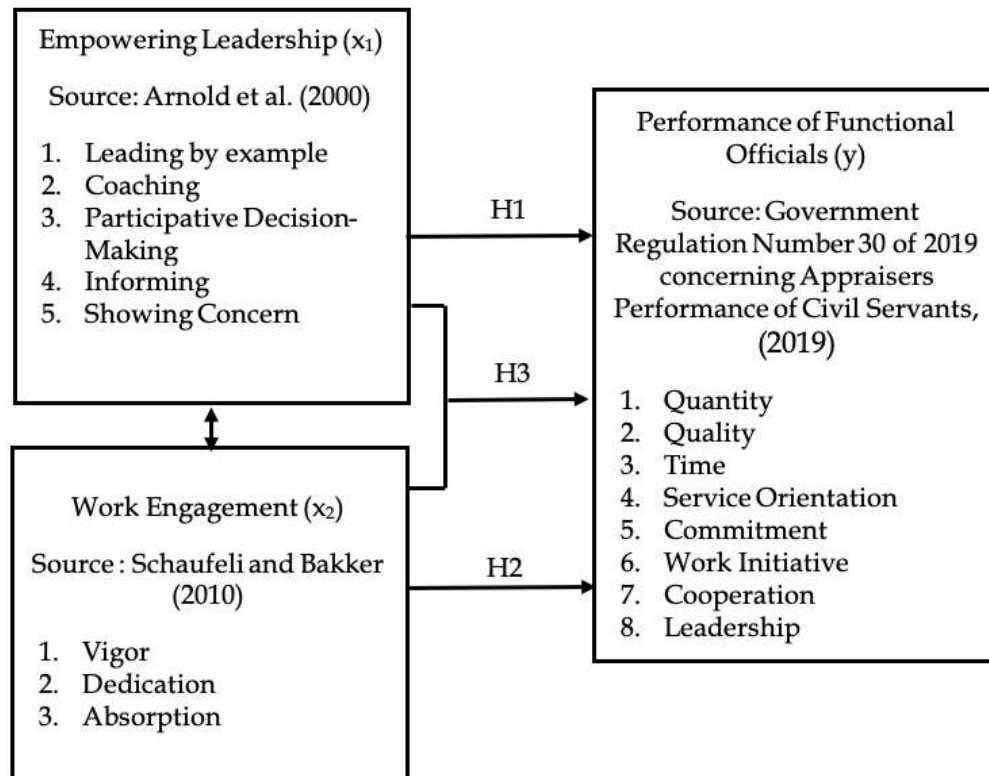
Nisar and Rasheed (2019) explain that the level of stress at work and career satisfaction are factors that have a high significance in employee performance. This, when explored further, shows that the stress level arises because employees do not feel comfortable with the work they are doing, so there is no work engagement in any effort to achieve their work targets. Kim et al (2018) also added in their research that empowering leadership is a factor that affects the performance of an employee. This is in line with Purnamawati and Yuniarta's (2016) research conducted in the banking sector that empowering leadership is a strong factor in impacting employee performance. If we look at the performance of functional officials in the government environment, we can refer to Government Regulation Number 30 of 2019 concerning Performance Appraisal of Civil Servants (Government Regulation Number 30 of 2019 concerning Appraisers Performance of Civil Servants, 2019) which is systematically divided into 2 namely (1) Employee Performance Target consisting of aspects of quantity, quality, time and cost, and (2) Performance Behavior which consists of service orientation, commitment, work initiative, cooperation, and leadership. For the cost aspect of employee performance targets, it is usually used for commitment-making officials, so it is rarely used for functional officials.

### **2.4 Research Hypothesis**

H1: Empowering leadership has a positive and significant impact to increase the performance of functional officials.

H2: Work engagement has a positive and significant impact to increase the performance of functional officials.

H3: Empowering Leadership and work engagement have a positive and significant impact to increase the performance of functional officials simultaneously.



*Figure 1. Conceptual Framework*

### III. Research Method

This study will examine the impact of empowering leadership and work engagement on the performance of functional officials in the Secretariat General of the Ministry of Finance using path analysis. Primary data will be obtained from questionnaires distributed to functional officials of the Secretariat General of the Ministry of Finance through a cluster random sampling technique consisting of 10 functional groups with a total population of 221 functional officials. The sample quantity was taken using the Isaac and Michael method with an error limit of 5%, namely 180 respondents who were divided proportionally based on functional position groups. The questionnaire submitted consisted of 42 positive statements with the division for the performance of functional official's variable consisting of 18 statements, empowering leadership consisting of 15 statements, and work engagement consisting of 9 statements. All research variables will be measured using an ordinal measurement scale by giving a score in the Likert scale technique from 1 to 5, where (1) strongly disagree, (2) disagree, (3) quite agree, (4) agree, and (5) strongly agree. Secondary data will be obtained from regulations and information related to the object of research, namely the Secretariat General of the Ministry of Finance obtained from various sources.

The measurement of variables will use the SPSS 25 application. The first stage is testing the research instrument through validity testing with Pearson's correlation and reliability testing with the Cronbach alpha coefficient test tool. The classical assumption

test used is normality, multicollinearity, and heteroscedasticity tests. The second stage is path analysis on each variable to see the magnitude of the path coefficient and the magnitude of the given coefficient of determination. The final stage is hypothesis testing using regression, F statistic test, and t statistic test.

#### IV. Result and Discussion

Results Testing the validity of the instrument in this study used the Pearson's correlation test with the results as shown in table 1. Based on the table, it can be seen that all statements used to measure variables have a sig (2-tailed) value of 0.000 which is smaller than the error limit of 0.05, so All statements are declared valid.

**Table 1.** Validity Test Results

Variable	No. Item	Sig. (2-tailed)	Error Limit	Result
Performance of Functional Officials	1-18	0,000	0,05	Valid
Empowering Leadership	19-33	0,000		Valid
Work Engagement	34-42	0,000		Valid

Source: SPSS Output (2022)

The reliability test uses the Cronbach's alpha test which is shown in table 2. Based on the results in the table, it can be seen that the Cronbach's alpha coefficient on each variable is greater than 0.7 so that it can be declared reliable and can be used as research measuring tool.

**Table 2.** Reliability Test Results

No.	Variable	Cronbach's Alpha	Critical Point	Conclusion
1	Performance of Functional Officials	0,974	0,7	Reliable
2	Empowering Leadership	0,984		Reliable
3	Work engagement	0,955		Reliable

Source: SPSS Output (2022)

The next stage will be path analysis with the first step calculating the correlation matrix between exogenous variables and endogenous variables. The interpretation of the correlation coefficient in this study will refer to the classification in table 3.

**Table 3.** Correlation Coefficient Classification

No.	Correlation Coefficient Interval	Correlation Level
1	0,000 – 0,199	Very Low
2	0,200 – 0,399	Low
3	0,400 – 0,599	Moderate
4	0,600 – 0,799	Strong
5	0,800 – 1,000	Very Strong

Source: (Sugiyono, 2013)

Based on the results of data processing, it is found that the correlation coefficient between empowering leadership and work engagement is 0.934 and is included in the very strong category because it is in the correlation interval of 0.80 - 1.00. The correlation coefficient is positive which indicates that the relationship between the two is unidirectional, meaning that the higher the empowering leadership, the higher the work engagement. The correlation coefficient between empowering leadership and performance is also 0.855 and is included in the very strong category. The correlation coefficient is also positive which indicates that the relationship between the two is unidirectional, meaning that the higher the empowering leadership, the higher the performance. The correlation coefficient between work engagement and performance is also 0.879 and is included in the very strong category. The correlation coefficient is also positive which indicates that the relationship between the two is unidirectional, meaning that the higher the work engagement, the higher the performance. Tests of normality, multicollinearity, and heteroscedasticity were also carried out in this study and fulfilled to provide the BLUE (Best Linear Unbiased Estimated) estimate.

**Table 4.** Path Coefficient of Empowering Leadership and Work Engagement on The Performance of Functional Officials

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.426	2.541		4.890	.000
	Kepemimpinan yang Memberdayakan	.298	.111	.264	2.688	.008
	Keterikatan Kerja	1.206	.187	.633	6.447	.000

Source: SPSS Output (2022)

**Table 5.** Determination Coefficient of Empowering Leadership and Work Engagement on The Performance of Functional Officials

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.884 <sup>a</sup>	.782	.779	6.96768

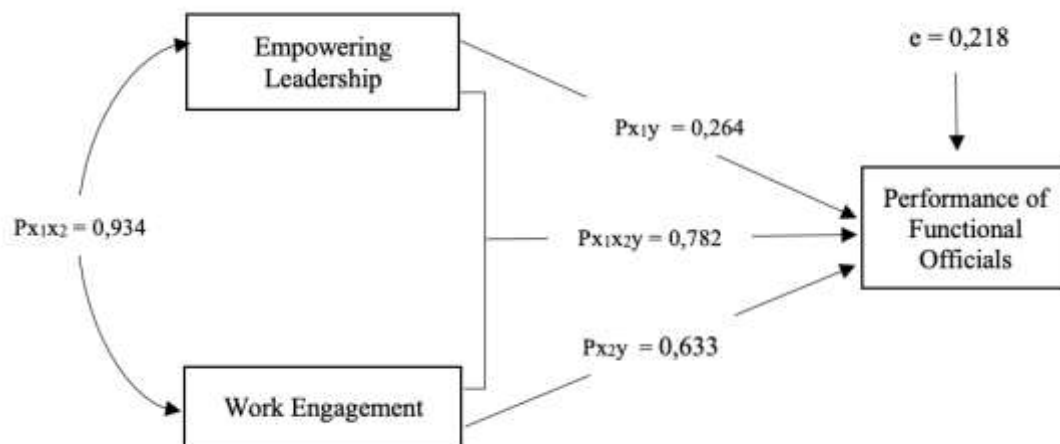
Source: SPSS Output (2022)

The next step is to calculate the path coefficient given by exogenous variables to endogenous variables as shown in table 4. Then in table 5, it can be seen that the coefficient of determination (R<sup>2</sup>) obtained is 0.782 which shows that simultaneously empowering leadership and work engagement contribute to 78.2% of the performance, while as much as (1-R<sup>2</sup>) 21.8% of the rest is the contribution of other factors not examined (epsilon/e). This shows that the performance of functional officials at the Secretariat General of the Ministry of Finance is impacted by 78.2% of empowering leadership and work engagement in their environment. The pathway equations that explain the impact of empowering leadership and work engagement on performance are as follows:

$$y = 0,264 x_1 + 0,633 x_2 + 0,218 (e).....(1)$$

The correlation values, path coefficients, and epsilon if presented in the form of a path diagram will be as shown in Figure 2.





**Figure 2.** Path diagram of empowering leadership and work engagement on the performance of functional officials

The next step is to test the F statistic with a level of 5% as shown in table 6. The significance value (Sig.) F is 0.000 which means less than 0.05, so it can be decided to accept H3 with the conclusion that empowering leadership and work engagement to have a significant impact. knowledge about the performance of the functional officials of the Secretariat General of the Ministry of Finance.

**Table 6.** F-Test (Simultaneous)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44151.536	2	22075.768	970.191	.000 <sup>b</sup>
	Residual	4027.464	177	22.754		
	Total	48179.000	179			

Source: SPSS Output (2022)

The t-test is carried out by looking at the coefficients in the sig (significance) column in table 7. Based on the table, it can be seen that in both models the sign of the regression coefficient is positive and the Sig value is smaller than the value of, then H1 is accepted which means empowering leadership has a positive and significant impact on the performance of the functional officials in the Secretariat General of the Ministry of Finance, and engagement also has a positive and significant impact on the performance of the functional officials in the Secretariat General of the Ministry of Finance.

**Table 7.** T-test (Partial) The Impact of Empowering Leadership and Work Engagement on Functional Official Performance

Model	t <sub>count</sub>	Sig.	$\alpha$	Conclusion	
$x_1 \rightarrow y$	5,542	0,000	0,005	H1 accepted	Significant
$x_2 \rightarrow y$	11,726	0,000	0,005	H2 accepted	Significant

Source: SPSS output (2022)

## V. Conclusion

Based on the results of the research that has been described, the following conclusions are:

1. Empowering leadership has a significant impact on the performance of the functional officials of the Secretariat General of the Ministry of Finance. This means that the empowerment of functional officials by the leadership will directly improve the performance of the functional officials themselves.
2. Work engagement has a significant impact on the performance of functional officials of the Secretariat General of the Ministry of Finance. This means that if functional officials get the work attachment to the position they currently hold, it will directly improve their performance.
3. The impact of empowering leadership and work engagement on the performance of functional officials in the Secretariat General of the Ministry of Finance simultaneously has a significant impact. Leadership that is able to empower functional officials optimally and effectively, as well as a sense of work attachment for functional officials with the work given by the organization will further improve the performance of functional officials.

This research is aware of its limitations. First, our research only provides knowledge related to non-financial factors in impacting the performance of functional officials in this case: empowering leadership and work engagement. Second, the object of this research is limited to functional officials within the Secretariat General of the Ministry of Finance as examples of government agencies that have implemented overall bureaucratic reform and are currently carrying out the delayering process and strengthening the performance of functional officials within their agencies. However, in other agencies, this relationship can be different or develop into a more complex picture to become a concept for developing a better functional official's performance. Future research may be able to combine financial and non-financial factors in conducting research with a wider and diverse scope of agencies.

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