

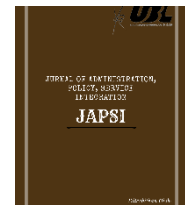
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Analysis of Employee Empowerment Based on Main Duties and Functions in the Protocol and Communication Section of Pringsewu Regency Leaders

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Abstract

The research design used in this research uses qualitative methods which are processed descriptively. Based on the research problem raised, namely analyzing employee empowerment according to main duties and functions in the Protocol and Communication Section of Pringsewu Regency Leadership. The results of the research show that Employee Empowerment According to the Main Duties and Functions in the Protocol and Communication Section of Pringsewu Regency Leadership, according to the research results, has been implemented through dimensions, (1) Effectiveness, that the State Civil Apparatus has carried out the tasks given but has not fully effective, (2) Authority and responsibility, State Civil Apparatus have carried out their duties as their responsibility, (3) Discipline, in general State Civil Apparatus have been disciplined in carrying out their duties, but have not been disciplined when entering and leaving the office (4). Initiative, in general ASN have not taken the initiative to carry out their duties without orders or direction from the leadership, because they are always afraid of making a mistake.

Keywords: *Empowerment, Employees, Main Duties, Functions.*

1. Introduction

In countries with extensive territories, it is generally impossible for a centralized government to effectively formulate and efficiently implement all of its policies and programs (Adamtey et al., 2020). A single central authority often struggles to address the diverse needs and circumstances of different regions, leading to inefficiencies and delays in service delivery (Aflina, 2022). This challenge underscores the necessity of decentralization, specifically through the implementation of regional autonomy, which allows local governments to take a more active role in governance (Ngumbela, 2022). By granting broader authority to local administrations, decentralization enables them to better respond to the unique demands and aspirations of their respective communities (Romdioni et al., 2020). In this context, regional

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governments are empowered to tailor policies and services to local conditions, improving their ability to meet public needs (Kesale, 2016). In principle, the national government has undertaken a variety of measures to support this effort, aiming to create public services that are not only faster and more accurate but also equitable, affordable, transparent, and non-discriminatory, thereby enhancing the overall quality of governance and ensuring fair access to services for all citizens (Viendyasari, 2020).

The government has undertaken significant efforts to draft a law on public services that incorporates minimum service standards in an attempt to improve the quality and efficiency of these services (Lengkong et al., 2022). Despite these efforts, the outcomes have not been as effective as anticipated. One clear indication of this is the ongoing bureaucratic inefficiencies that still characterize public services, which are often criticized by the public for not fully addressing the needs and expectations of service users (Pradana et al., 2019). This disconnect between service provision and user satisfaction highlights the limitations of current reforms. To truly enhance public services, it is crucial to recognize that the achievement of organisational goals relies heavily on the contributions and performance of the individuals within the organisation (Ahmad et al., 2020). Organisational performance is intricately linked to employee performance, making it essential to evaluate an organisation's success by closely examining how well its employees perform their duties (Sofyan et al., 2017). High-performing employees are the cornerstone of an effective organisation, and without their dedicated efforts, the organisation's broader objectives will remain unmet (Hussain et al., 2020). In the context of government operations, employees are tasked with fulfilling specific roles and responsibilities that aim to uphold the principles of justice, promote public welfare, and ensure social order (Chen & Wu, 2023). Their ability to effectively carry out these tasks is critical to achieving these overarching goals. Therefore, improving employee performance through enhanced training, accountability, and motivation is essential for the government to fully realize its objectives of providing equitable, efficient, and responsive public services (Eneanya, 2018). By optimizing employee performance, the government can better align public service outcomes with the needs and expectations of the community, ultimately leading to more just and well-functioning societal systems (Irfan et al., 2023).

The primary responsibility of a government agency is to facilitate continuous interaction between the state and its citizens (Shaw, 2018). Government officials, as representatives of the state, are tasked with serving both the public and the state. In this role, the community plays a central part in development efforts, while the government's role is to provide direction, guidance, and foster an environment that supports the agency's activities (Alqooti, 2020). To achieve this, state officials must continuously improve their performance, delivering excellent service while also formulating strategies that create a conducive environment for development resources to drive optimal bureaucratic performance (Chien & Thanh, 2022). However, the excessive focus on formal accountability has led to rigid, slow, and less responsive work procedures. Formalism, a characteristic often seen in bureaucracies of developing countries, tends to reduce the alignment of behavior with established norms (Hill & Plimmer, 2024). This is evident in the performance and quality of public services, particularly in the lengthy processing times for financial services, which remain a concern (Barusman & Habiburrahman, 2022).

This phenomenon indicates that the execution of employees' main tasks and functions remains suboptimal, as many are not fully empowered according to their educational background and skills. Instead, assignments are often influenced by personal proximity to leadership, leading to minimal improvements in performance. The challenge has been exacerbated by the COVID-19 pandemic, which has further restricted activities, particularly in reporting, where performance remains inadequate. To address these issues, effective employee empowerment is essential to enhance work efficiency. Therefore, further research will be conducted to explore this matter in more depth.

2. Literature review

Empowerment

Empowerment is a systematic and deliberate effort aimed at elevating the dignity and potential of individuals or groups who are trapped in conditions of powerlessness, often caused by an imbalance of authority and the complexities of bureaucratic systems (Arathy & Biju, 2022). It is not merely about granting access to resources or opportunities, but rather about building the capacity and fostering the independence of employees in fulfilling their responsibilities (Barusman, 2019). Through empowerment, employees are encouraged to take initiative, engage actively, and develop the self-confidence necessary to perform their roles effectively (Judeh et al., 2022). This process also involves creating an environment that supports continuous learning and decision-making, enabling employees to contribute meaningfully and adapt to the challenges of a dynamic work setting (Neesen et al., 2019). Ultimately, empowerment serves as a key mechanism in transforming employees into proactive, capable individuals who are well-equipped to thrive and lead in both routine tasks and complex situations, promoting overall organizational effectiveness (Pande & Dhar, 2014).

Employee empowerment represents a strategic initiative designed to enhance organizational performance by fully utilizing the potential and skills of individual employees (Ikechukwu et al., 2019). This multifaceted process goes beyond merely empowering employees; it actively involves a range of stakeholders who play a crucial role in supporting and enabling this empowerment (Farida et al., 2018). The collaboration between employees and these stakeholders is vital, as it fosters a synergistic relationship that can lead to a more conducive work environment, ultimately promoting professional growth and improved performance across the organization (Suprpto & Widigdo, 2021). When organizations invest in employee empowerment, they create opportunities for individuals to take ownership of their roles, encouraging autonomy and innovation (Bakhtiar et al., 2021). This not only helps employees develop their skills and competencies but also fosters a culture of accountability and trust. Furthermore, as employees become more engaged and invested in their work, their commitment to the organization's goals strengthens, resulting in enhanced loyalty and a shared sense of purpose (Scales & Quincy Brown, 2020).

Additionally, the empowerment process facilitates open communication and feedback, allowing for the identification and addressing of challenges more effectively (Ahmed et al., 2022). This collaborative approach not only benefits employees but also enhances organizational resilience and adaptability in a constantly changing business landscape (Ellis et al., 2023). By prioritizing employee empowerment, organizations are not only reinforcing their internal capacity but are also positioning themselves for long-term success through a dedicated and motivated workforce (Bouaziz & Smaoui Hachicha, 2018).

Main Tasks and Functions

Each employee is expected to perform their activities with clarity and detail within their respective sections or units. These activities are categorized into practical and concrete tasks that align with the capabilities and needs of the community. The primary tasks and functions create an interconnected framework that integrates these responsibilities. Numerous laws and regulations emphasize that an organization must fulfill specific functions to achieve its primary objectives. Consequently, the core tasks and functions encompass routine activities that each organizational member or employee is required to undertake, tailored to their competencies, in order to fulfill the work program established in alignment with the organization's goals, vision, and mission (Candraningrum, 2023).

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Based on the previously defined concepts, the main tasks within an organization can be understood as a cohesive set of essential and routine activities performed by employees to achieve specific objectives. These tasks are crucial in providing insight into the scope and complexity of various positions within the organization, as they illustrate the interrelationship between different functions and responsibilities (Macías & Bisello, 2022). As organizations evolve and expand into diverse fields, the number of activities required to meet their objectives also increases significantly. This growth underscores the importance of clearly defining main tasks and functions, often referred to as main tasks and functions, which can be characterized as a unified set of interrelated work activities carried out by employees (Saadouli & Al-Khanbashi, 2021). Each task possesses specific attributes and is executed through particular methods, ensuring that all efforts are directed towards the successful fulfillment of the organization's established goals. Thus, a comprehensive understanding of these main tasks is essential for optimizing organizational performance and enhancing employee engagement, as they form the foundation upon which operational efficiency and strategic alignment are built. By recognizing the interconnectedness of these tasks, organizations can better allocate resources, streamline processes, and ultimately achieve their desired outcomes more effectively (Parajuli et al., 2023).

To enhance employee independence through potential development, organizations focus on empowering their workforce. This empowerment encompasses two interconnected groups: employees, who are the recipients of empowerment, and stakeholders, who provide essential support. Consequently, employee empowerment serves as a crucial indicator for assessing employees' capabilities to perform their duties effectively, which can be evaluated through their performance outcomes. To evaluate employee empowerment in accordance with their duties and functions, the framework proposed by (Lucianetti et al., 2019) is utilized, encompassing five key indicators:

- a. **Effectiveness:** reflects the degree to which expected outcomes are achieved, where an individual is considered effective if their actions yield results aligned with the intended goals. The second indicator.
- b. **Authority and Responsibility:** pertains to the power derived from the recognition of legitimate influence efforts; individuals or groups striving to influence are perceived to have the right to do so within the acknowledged limits of their formal positions in the organization. Responsibility, in this context, refers to the obligation of individuals to fulfill assigned tasks and provide reports and explanations regarding their work outcomes.
- c. **Discipline:** signifies an orderly state where individuals within an organization consciously adhere to established regulations. The primary aim of enforcing discipline is to achieve work efficiency and effectiveness, which can be accomplished through systems tailored to employees' capabilities.
- d. **Initiative:** denotes the ability to identify opportunities, generate ideas, and seek innovative solutions to problems. This dimension reflects an individual's capacity to recognize challenges and opportunities and take proactive measures to address issues or capitalize on available prospects, thereby facilitating problem resolution.

To effectively measure work outcomes conducted with a strong sense of responsibility, discipline serves as a crucial framework within which organizational members adhere to established regulations with full awareness. Optimizing empowerment is essential for enhancing employee performance, as disciplined behavior directly contributes to achieving work efficiency and effectiveness. Ultimately, the implementation of discipline aims to foster a regulatory system that aligns with employees' capabilities, thereby facilitating improved organizational performance.

Research Framework

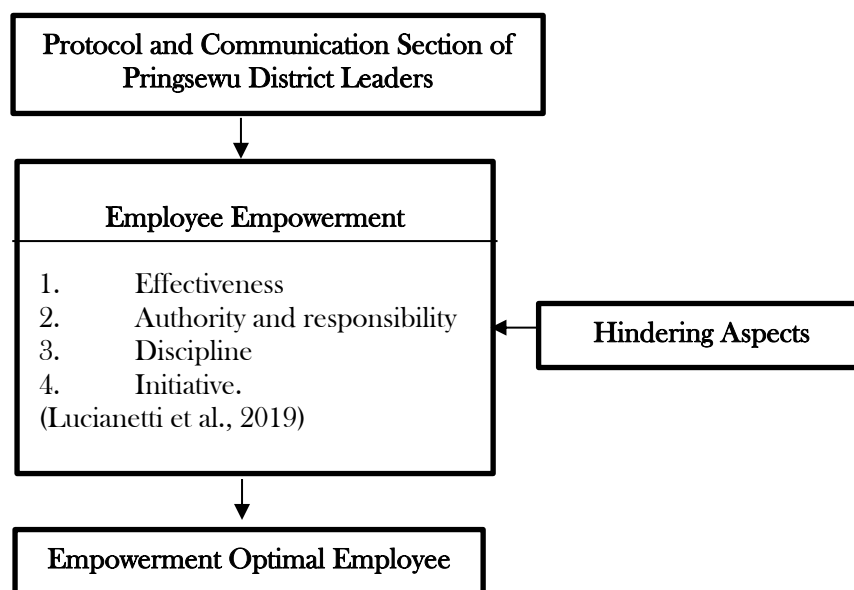


Figure 1. Framework

3. Methodology

This research employs a qualitative design that is processed descriptively, focusing on the analysis of Employee Empowerment in relation to the Main Duties and Functions of the Protocol and Communication Section in Pringsewu Regency. The study emphasizes the utilization of various tools and techniques, with the researcher acting as an instrument by conducting direct observations and actively engaging with the research subjects. In this qualitative approach, the researcher observes the behavior of informants within their environmental context and listens to their perspectives regarding their roles and experiences.

The data for this study includes both primary and secondary sources. Primary data was gathered through field research, which involved direct interviews with informants concerning Employee Empowerment in line with the Main Duties and Functions of the Pringsewu Regency Leadership's Protocol and Communication Section. In contrast, secondary data was collected through document analysis from relevant government agencies, academic journals on service quality, and related textbooks. Consequently, the data sources in this study are categorized into two groups: informants and written documents. Data collection involved two primary techniques: in-depth interviews and document studies.

Informants were selected through purposive sampling, resulting in a total of six participants, including the Head of the Protocol Section, the Head of the Protocol Sub-Section, and three staff employees deemed capable of providing relevant information. In addition to interviews, the researchers conducted document studies to gather secondary data that supports the research findings. This involved sourcing books, journals, and other academic materials pertinent to the research topic, which serve as a theoretical foundation for understanding the phenomenon under investigation.

The qualitative data analysis process consists of three main components: data reduction, data presentation, and conclusion drawing or verification. These analytical stages are interrelated and play a crucial role in determining the final results of the analysis. The primary data collection technique utilized in this research is observation, which allows the researcher to integrate with the community being studied. It is essential for researchers to strive to overcome their own cultural biases. The research was conducted within the Protocol and Communication Section of the Pringsewu Regency Leadership. This location was chosen based on two key considerations: (1) the presence of significant issues related to Employee Empowerment aligned with Main Duties and Functions, warranting further investigation, and (2) the researchers' existing familiarity with the context, which facilitates effective data collection from respondents and informants.

4. Research Results and Discussion

Empowerment of the State Civil Apparatus represents a significant developmental approach within organizations. This empowerment framework primarily aims to enhance the efficiency of organizational activities, enabling employees to perform their core duties and functions to the fullest extent. Furthermore, empowerment encompasses the aspect of protection, ensuring that individuals do not become increasingly disadvantaged in the face of stronger competition. Consequently, the overarching goal of empowerment is to enable employees to enhance their skills, foster independence, and achieve a better quality of life in a sustainable manner within the organization. To evaluate the empowerment performance of the State Civil Apparatus in this study, we utilize the framework proposed by (Gattang, 2022),

which consists of five key indicators: (a) Effectiveness, (b) Authority and Responsibility, (c) Discipline, (d) Initiative.

a. Efektivitas

Effectiveness is a crucial concept because it provides an understanding of how successful the State Civil Apparatus is in completing their tasks. Therefore, the work effectiveness of the State Civil Apparatus can be interpreted as the achievement of goals that have been set based on plans made in accordance with organizational policies. In addition, the work effectiveness of the State Civil Apparatus can also be measured by how well they carry out all their main tasks and achieve all work targets within a predetermined time.

Based on the results of interviews, in the implementation of the main tasks and functions, the Protocol and Communication Section of the Pringsewu Regency Leadership shows that all State Civil Apparatus have carried out the assigned tasks according to their abilities. However, there are some State Civil Apparatus who have not fully fulfilled these responsibilities properly and on time, which is caused by limited human resource capabilities.

Effectiveness in empowering the State Civil Apparatus in the Protocol and Communication Section of the Pringsewu Regency Leadership focuses more on the results achieved, starting from the existence of organizational goals. Thus, effectiveness can also be understood as the level of success in achieving predetermined targets. In government organizations, these goals consist of long-term goals that are abstract in nature, so they need to be operationalized through more concrete sectors.

b. Authority and Responsibility

The exercise of authority and responsibility within an organization represents a form of power rooted in the recognition of the legitimacy of influence attempts. Individuals or groups that seek to exert influence possess recognized rights within the organization, derived from their formal positions. This legitimization must be acknowledged by all members.

According to the results of the interviews, the delegation of authority to State Civil Apparatus is facilitated by organizational leadership to enable the execution of tasks aligned with their designated functions and responsibilities. Leaders possess the authority to make decisions, issue directives, and allocate resources essential for achieving organizational objectives. This delegation of authority is a formal assignment, which State Civil Apparatus are obligated to account for in their execution of assigned duties.

The accountability of State Civil Apparatus for their designated tasks is paramount and should remain the focal point throughout the task completion process. To fulfill this responsibility effectively, State Civil Apparatus are expected to perform diligently, as this diligence is a critical component in their performance appraisal. Although the terms “performance appraisal” and “performance evaluation” are often used interchangeably due to their similar meanings, it is essential to recognize their distinct roles within the organizational context.

Moreover, the accountability of State Civil Apparatus is a vital element of their operational duties, where performance appraisals serve as tools for measuring

employee performance and evaluating outcomes. An accurate performance appraisal not only supports employee development but also enhances organizational effectiveness. In practice, the performance appraisal process is influenced by a variety of factors, both internal—such as the timely completion of tasks—and external factors that can also impact performance outcomes.

c. Discipline

Discipline is intrinsically linked to mental attitude and self-awareness, particularly in adhering to the norms, decisions, and rules prevalent in one's environment. As defined by (Celis, 2018), discipline represents a state of orderliness wherein individuals within an organization comply with established rules with full awareness and genuine commitment. The primary objective of implementing discipline is to enhance work efficiency and effectiveness, achievable through a regulatory framework tailored to employee capabilities.

According to interview findings, the importance of maintaining employee discipline is consistently emphasized during meetings led by superiors. State Civil Apparatus generally recognize the significance of discipline, especially regarding punctuality in work hours. Nevertheless, it is observed that some State Civil Apparatus do not fully adhere to the stipulations outlined in the Government Regulation concerning the discipline of State Civil Apparatus.

In essence, discipline embodies obedience, sincerity, resilience, and steadfastness in attitudes and behavior, reflecting compliance with mutually agreed-upon provisions between the organization and its employees. It arises as a consequence of various agreements necessitating adherence within an organization. Effective discipline is crucial for the seamless operation of the organization; without it, employees may perform their duties in a manner that deviates from established plans, thereby hindering professionalism and impeding accurate performance measurement.

d. Initiative

The initiative demonstrated by the State Civil Apparatus in the Protocol and Communication Section of the Pringsewu Regency Leadership is crucial for effective management of their responsibilities. Interview findings indicate that the personnel in this office have not fully embraced innovation, particularly in areas that have not been explicitly directed by leadership. Rather, they tend to adhere to routine tasks that are integral to their roles, resulting in a sense of comfort with familiar processes.

Furthermore, the ability to take initiative is characterized by actions undertaken independently, without the necessity for prior guidance. Individuals who exhibit this quality are often viewed as creative and resourceful, as they are committed to continuous learning and self-improvement.

Consequently, the level of initiative displayed by State Civil Apparatus serves as a reflection of their work quality and outcomes. Discipline is an essential component of management practices aimed at meeting organizational standards. When work goals, as established by stakeholders, are clearly defined, achieving them becomes more attainable, and the quality indicators set forth by the organization can be effectively met.

Supporting and Hindering Aspects

Supporting Aspects

- a. There is an organizational structure and regulations that determine the duties and functions of each employee, so that the State Civil Apparatus can carry out the tasks that have been assigned to them in accordance with their respective roles. However, State Civil Apparatus empowerment has not been fully optimized because there are still several inhibiting factors that need attention.
- b. Human resources in the Pringsewu Regency Protocol and Leadership Communication Section create a work atmosphere that supports each other and facilitates coordination between employees, both within one section and with other section.
- c. The leadership policy provides opportunities for staff who are continuing their education to get dispensation at certain times, so that they can attend lectures and consultations without interfering with their duties at the Pringsewu Regency Protocol and Communication Section.

Hindering Aspects

- a. The lack of work facilities, such as computers and high-capacity internet, hampers the ability to provide online services in the Protocol and Communication Section of the Pringsewu Regency Leadership. In addition, information and databases regarding the condition of the Protocol and Communication Section of the Pringsewu Regency Leadership cannot be prepared completely.
- b. State Civil Apparatus empowerment in the Protocol and Communication Section of the Pringsewu Regency Leadership is still not optimal. This is because most State Civil Apparatus do not have the competencies and backgrounds that are in accordance with the tasks they carry out. The limited number of trained State Civil Apparatus reduces the quality of performance, which has an impact on the non-optimal organizational performance of the Pringsewu Regency Protocol and Leadership Communication Section.
- c. Mastery of internet technology by State Civil Apparatus is still limited, so not all State Civil Apparatus can carry out tasks related to internet technology optimally.

5. Conclusions and Implication

Conclusion

Based on the findings from discussions and field observations, it can be concluded that employee empowerment in the Protocol and Communication Section of Pringsewu Regency, in alignment with their Main Duties and Functions, has been implemented across several dimensions. These include: effectiveness, where the State Civil Apparatus has performed the assigned tasks, though not yet to full efficiency; authority and responsibility, where tasks are carried out in accordance with the State Civil Apparatus respective roles; discipline, where the State Civil Apparatus generally adheres to work discipline, yet there are issues with punctuality in arriving and leaving the office; and initiative, where most State Civil Apparatus members hesitate to take initiative without directives from their superiors, due to concerns over potential mistakes. Factors supporting this empowerment include the presence of an organizational structure, clear regulations outlining employee roles, the readiness of State Civil Apparatus members to fulfill their duties, and policies promoting continuous education. Nevertheless,

several challenges persist, such as inadequate work facilities, suboptimal employee empowerment efforts, and limited proficiency of the State Civil Apparatus in utilizing internet technology.

Implication

The empowerment of civil servants in the Protocol and Communication Section of Pringsewu Regency, in line with their main duties and functions, plays a crucial role. It is essential to implement a formal and structured system for measuring, evaluating, and influencing work performance, behavior, and outcomes, including employee discipline, where sanctions are applied for any rule violations. Additionally, the leadership prioritizes enhancing State Civil Apparatus capacity by providing opportunities for higher education and professional training. Although State Civil Apparatus expects positive feedback for their achievements, in practice, leadership feedback is more frequently in the form of criticism or corrective guidance."

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