

THE INFLUENCE OF PSYCHOLOGICAL EMPOWERMENT ON WORKFORCE AGILITY OF OFFICE STAFF HOUSING PROVISION STUDY PROVINCE OF WEST SULAWESI

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Abstract

This study aims to find out how the effect of psychological empowerment on the workforce agility of the employees of the housing supply work unit in the province of West Sulawesi. This study uses a qualitative descriptive approach through data collection by interviews and documentation and analyzed by reducing data, presenting data, and drawing conclusions and verification. The results of this study illustrate that psychological empowerment has an influence on the workforce agility of the employees of the housing supply work unit in the province of West Sulawesi, but it is not significant because there is one indicator of psychological empowerment that is not fulfilled, namely self-determination. On this indicator employees are limited in determining their own way of working because they are bound by contracts and rules that apply in the workplace. The indicators of unfulfilled workforce agility are proactive indicators. While other indicators are met. Based on the results of the research above, it is known that psychological empowerment has an insignificant effect on workforce agility.

Keywords: Empowerment, Workforce Agility

1. INTRODUCTION

The importance of positive workforce agility for employees because it has a role in behavior that is more flexible, adaptive, and responsive in viewing a cycle of change that occurs in the organization (Hosseini, 2013). In addition, workforce agility also plays a very important role in achieving the company's vision and mission, creating a productive work environment, and generating innovative ideas in a competitive era (Chonko & Jones, 2005). Workforce agility can be explained through self-determination theory which states that individuals who feel empowered by the organization will increase self-motivation to issue proactive, adaptive and resilient behaviors. This indicates that individuals who feel empowered by the organization will positively engage in behavior.

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Self-determination theory has a relationship with psychological empowerment, namely the extent to which individuals feel empowered by the organization. Individuals with high psychological empowerment will contribute to agility at work. This indicates that individuals who feel empowered by the organization will issue adaptive, proactive, and resilient behavior in looking at a challenge (Muduli, 2016). Psychological empowerment is believed to be effective in increasing the internal drive possessed by individuals to be actively involved in a change. Therefore, through this, individuals will be more proactive, adaptive and resilient in dealing with any changes in their environment. Research conducted by Mululi & Pandya (2018) of 344 respondents from several manufacturing and community service companies found that psychological empowerment for workforce agility had a significance value of 0.373. This indicates that individuals with positive psychological empowerment will contribute to their workforce agility.

One of the institutions that need workforce agility is the West Sulawesi Provincial Housing Provision Work Unit, which is a work unit in the Ministry of Public Works and Public Housing whose duties are in accordance with the regulation of the minister of public works and public housing No. 13 of 2020 article 393, the Directorate General of Housing has the task of organizing formulation and implementation of housing policies in accordance with statutory provisions. Where the work process involves completion targets. Therefore, workers are needed who have the ability to adapt to existing problems and are able to solve problems that can become obstacles in completing work.

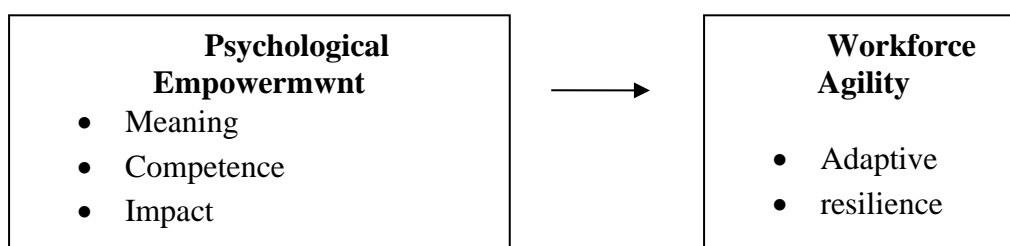
In fact, the phenomenon seen in the West Sulawesi Province Housing Provision Working Unit is delays in completing targeted work due to delays in completing work programs due to employees having to adapt to new work procedures. This can be supported by several factors, one of which is the psychological empowerment provided by the organization to its resources. Psychological empowerment also shows a positive and significant impact on affective commitment to change (Mangundjaya, 2019), which means that with psychological empowerment, people can commit to change and adapt to changes in the organization.

2. RESEARCH METHOD

The research design is a qualitative descriptive research. In this study, researchers will use qualitative research methods. In this study, the research instrument was the researcher himself using interview guidelines. Data collection techniques used in this study are interviews and documentation. The data analysis techniques are reduction, data presentation and conclusion.

3. RESULTS AND DISCUSSION

Someone with high psychological empowerment will contribute to agility at work. This indicates that someone who feels empowered by the organization will issue adaptive, proactive, and resilient behavior in looking at a challenge (Muduli, 2016).



The results of research conducted at the West Sulawesi Province Housing Provision Work Unit Office found that one indicator of psychological empowerment was not met, namely self-determination. On this indicator employees are limited in determining their own way of working because they are bound by contracts and rules that apply in the workplace. They could have done their own way of working but not out of the rules that apply. In this indicator, employees also sometimes carry out their own work while still complying with contracts and rules. Likewise with proactive indicators where they sometimes find new ways to complete their work but do not leave the duties, contracts and rules in the work unit.

Meanwhile, the other indicators influence each other. So it can be concluded that psychological empowerment does not fully affect workforce agility. This indicates that the effect of psychological empowerment on the workforce agility of employees of the West Sulawesi Province Housing Provision Work Unit Office is not very strong.

3.1 Psychological Empowerment

a. Meaning

Meaning refers to the suitability between the needs of a person's job role and the behavior, beliefs, and values that an individual has. This right will make a person feel that the work he is currently doing is important and meaningful to him (Spreitzer, 1995). Meaning is one of the indicators that will be studied in this study, especially the significance of employees' work for themselves.

The results of the study show that employees feel their work is very important and meaningful to them because the work they are engaged in is work that has direct contact with the community. With employees feeling like that, they feel the work they are currently doing is not only important and meaningful to themselves but also to society. Their work which is in direct contact with the community makes them indirectly help the community. Significance of work.

b. Competence

Competence is a form of trust and confidence that a person has that he has the skills and abilities needed to carry out the tasks and responsibilities he has. Competence can determine the extent to which a person reflects on his abilities to be improved through the quality of self-development and experience while working (Hardja, 2020). Competence (ability) is one of the indicators that will be studied in this study.

Based on the results of research conducted at the West Sulawesi Province Housing Provision Work Unit Office, it is known that employees feel confident in their abilities. There are several things that underlie their confidence in their abilities, namely the educational background and work experience they get from their workplace. Where the position of the employee is in accordance with his educational background. There are also employees who are not in accordance with their educational background but they have work experience obtained from their workplace so that these employees feel confident in their abilities because they have mastered the skills needed in the workplace.

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c. Self Determination

Self-Determination is a form of a person's belief that he has the freedom to control his own role. This also indicates that a person has control over independence and a sense of initiative in carrying out tasks and responsibilities (Spreitzer, 1995). This self-determination is one of the indicators studied in this study.

The results of research at the West Sulawesi Province Housing Provision Work Unit Office found that these employees were limited in determining how to work independently. Where they are bound by contract rules and office rules. In carrying out their duties they sometimes carry out different ways of working but in the end they must comply with the regulations that apply in the office.

d. Impact

Impact refers to the extent to which one perceives that he or she can significantly influence the strategy and results obtained by the organization. Someone who feels that he is part of the organization, the duties and responsibilities they have have an impact on the organization (Spreitzer, 1995). Impact is one of the indicators studied in this study.

In the results of research conducted at the West Sulawesi Province Housing Provision Working Unit it is known that employees feel they have an impact on their workplace because the work occupied is interrelated so that when there is a problem at one job it will affect other work which will eventually have an impact on his workplace. Employees feel they have a great impact on the workplace in their respective positions. In addition, employees also feel that they are impacted because they are human resources who carry out work programs.

3.2 Subsections 2

a. Proactive

Proactivity is a person's behavior that reflects the behavior of initiating activities that lead to solutions to changes that occur. Someone who is proactive towards change shows behavior that actively contributes initiative to achieve organizational success and seizes opportunities to obtain innovative ideas (Dyer & Shafer, 2003). Proactivity is one of the indicators studied in this study.

In the results of research conducted at the West Sulawesi Province Housing Provision Work Unit Office, it is known that employees in carrying out their duties carry out several innovations where when they do work in the field, especially in the programs they work on which involve the community in their work, these employees innovate by holding consultations with the community so that these people can understand the work they will do.

b. Adaptive

Adaptive is a person's ability to adapt to changes by optimizing the flexibility that is bound. This will direct a person to always provide a response that is in line with the

needs of the organization (Dyer & Shafer 2003). Adaptive is one of the indicators studied in this study.

From the results of research conducted at the West Sulawesi Province Housing Provision Work Unit Office, it can be seen that employees can adapt to the changes that occur. The form of adjustment to change is to correct any work that is not suitable and they examine, study and apply the new work procedures. In addition, they also do overtime and they have the opportunity to do office work at home when work piles up, which is the way to work more effectively.

c. resilience

Resilience also represents the most effective behavior possessed by individuals to accept conditions experienced in difficult times that encourage individuals to adapt to changes in their surroundings. So that individuals can optimize their resources (Chonko & Jones, 2005).

Based on the results of research at the West Sulawesi Province Housing Provision Work Unit Office, the interviews that have been conducted show that employees show behavior that can respond to challenges. Other employees also revealed that they remained calm in facing challenges such as difficult situations.

4. CONCLUSION

Based on the results of research that has been carried out regarding the effect of psychological empowerment on workforce agility, there are indicators that are not implemented in employees of the Satker Office for Housing Provisions in West Sulawesi Province, while indicators that are consistent show influence. So that psychological empowerment does not significantly influence workforce agility.

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