

# Empowerment effect on competence and organizational commitments: Organizational learning culture as moderating



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**Abstract:** Every organization in Industry 4.0 must adapt to technological advancements. In Industry 4.0, workforce features must transform weaknesses into opportunities for organizational synergies. Workers in Industry 4.0 are mostly from the millennial age. When paired with prior generations who have worked in the organization, there will be multi-generational management. Companies face significant challenges in selecting inventive millennial personnel and managing, empowering, and measuring performance to achieve maximum productivity. The purpose of this study is to explain the direct influence of employee empowerment on employee competency and organizational commitment, with a corporate learning culture serving as a moderator. Data from PT. BRI Martadinata Malang Branch Office employees were collected and analyzed using a structural equation model using partial least squares and WarpPLS 6.0 software. According to the findings of this study, employee empowerment has a considerable impact on employee competency and organizational commitment. An organizational learning culture modifies the impact of employee empowerment on organizational commitment.

**Keywords:** organizational learning culture, empowerment, competence, organizational commitment, worker

## 1. Introduction

In the dynamic landscape of Industry 4.0, it has become imperative for every organization to swiftly embrace and integrate the latest IT developments into their operations. This era represents a convergence of technology and human resources, where seamless integration of both elements is crucial for sustained success (Herizal et al., 2020). To navigate this complex terrain, organizations must recognize that the workforce's characteristics need to be reimagined. What were once perceived as weaknesses can now be transformed into opportunities that foster synergistic collaborations within the organization. This paradigm shift calls for a distinctive approach to human resource management that can effectively address the challenges posed by the millennial generation and extract optimal performance from them. By adopting this approach, companies position themselves to achieve continuous growth and development, ensuring their relevance in the ever-evolving business landscape.

At the heart of Industry 4.0's transformative journey lies the imperative for organizations to recalibrate their human resource management strategies. The task at hand is not merely about managing personnel; it is about crafting an approach that aligns with the unique demands of this technological era. A multifaceted strategy is required, encompassing critical areas such as compensation, performance management, and incentives. This comprehensive approach is geared towards eliciting superior performance and driving results from the millennial workforce. By meticulously orchestrating these aspects, companies can establish a work environment that cultivates skills, nurtures abilities, and propels employees to deliver their best (Muh. Nasrullah, Rudi Salam, Dwi Pratiwi, 2017). This strategic approach serves as the bedrock for enhancing organizational efficiency and building a workforce that remains adaptable and forward-looking.

As Industry 4.0 reshapes the business landscape, management finds itself under heightened pressure to efficiently oversee its resources. In the contemporary landscape, directors grapple with the intricate task of seamlessly integrating technology across a myriad of organizational stakeholders. This intricate challenge is underscored by the assertion in (Jumiati, 2019) that modern management systems must enhance human proficiency to establish a framework capable of acquiring, storing, manipulating, analyzing, retrieving, and disseminating performance data effectively. A pivotal approach to address this paradigm shift involves empowering each employee to cultivate these vital competencies (Muller & Mitlin, 2007). This strategic move, as expounded in (Iriawan & Edyanto, 2022), not only fosters employee trust but also enhances their work environment, expertise, and sense of purpose. Moreover, it instills a sense of autonomy within the workforce, shaping a work environment poised for success.



At the heart of effective management in the era of Industry 4.0 lies the concept of employee empowerment. This concept, as elucidated in (Iriawan, 2020), encompasses the organization's delegation of authority to employees in navigating daily work-related challenges. An exemplar of employee empowerment is the allocation of decision-making authority and task delegation from management to employees (Iriawan & Edyanto, 2023). Beyond its organizational implications, empowerment emerges as an intrinsic motivator that bestows attributes such as joy, satisfaction, work engagement, a sense of accomplishment, and continuous self-improvement. Furthermore, it serves as a shield against workplace frustration, burnout, and anxiety, contributing to a healthier work ecosystem (Muller & Mitlin, 2007).

A compelling case for employee empowerment rests on its substantial impact on enhancing employee competence. Research articulated in (Edyanto et al., 2021) underscores how empowering employees results in a notable boost in their competence levels. The ramifications extend further, as demonstrated by (Bandiyono et al., 2021), where empowerment is linked to heightened employee innovation capabilities. This influence reverberates through diverse sectors, as seen in (Wibowo & Putra, 2016), which presents empirical evidence supporting the positive correlation between empowerment and lecturer competence. Thus, the act of empowering employees not only augments their individual skill sets but also catalyzes a broader environment of competence and innovation within the organization.

In the realm of business, empowerment serves as a potent tool for bolstering employee commitment to the organization. Within a corporate context, employee empowerment stands out as a pivotal component that warrants careful consideration. When employees are actively involved in decision-making processes within the organization, they tend to experience a greater sense of comfort and belonging. This inclusivity, as highlighted by (Iriawan, 2020), fosters a positive environment where employees perceive their contributions as integral to achieving corporate objectives. Consequently, individuals who find satisfaction in their role towards the company's accomplishments tend to exhibit a heightened level of organizational commitment. This correlation underscores the significance of providing avenues for structural work empowerment, aimed at enhancing employee engagement, which in turn kindles attitudes conducive to fostering organizational commitment (Edyanto & Karsiman, 2018).

A central tenet emerges from the notion of employee empowerment, as expounded in (Jumiati, 2019) which asserts that empowerment is a catalyst for cultivating productive and dedicated employees. At its core, employee empowerment springs from the desire to tap into the untapped potential residing within every employee, thereby propelling organizational progress. The synergy between competence and productivity is paramount; without a conducive work environment, even highly skilled employees may struggle to yield their full potential. Employee empowerment addresses this gap by creating an atmosphere conducive to efficacy and dedication. This approach, driven by the intention of enhancing effectiveness and commitment, becomes instrumental in fostering a workforce primed for excellence.

The framework of social exchange theory elucidates a symbiotic relationship between organizations and their employees, particularly in contexts where participation in decision-making is encouraged. This dynamic interaction lays the foundation for increased employee commitment to the company, as suggested by (Salmon et al., 2021). The pivotal role of employee empowerment surfaces yet again, as it serves as a critical catalyst in driving employee satisfaction. As employees perceive themselves as integral components in achieving organizational objectives, their dedication to the company deepens. This intricate interplay underscores the profound impact of empowerment on shaping a committed and engaged workforce, thereby highlighting its indispensable role within contemporary business paradigms (Lano, 2015).

According to (Heryanto Monoarfa, 2012), empowerment can be interpreted as a process of motivating individual commitment to the organization due to compatibility between work roles and belief in one's unique abilities in doing work and encouraging employees to make more active efforts on behalf of the organization, as well as employees being more involved in decision-making. Commitment is an identification, amount of loyalty, and involvement that employees have in the organization. Workers with a high level of dedication are more relaxed, loyal, and engaged at work, resulting in the best performance results. Empirical studies conducted by (Iriawan & Edyanto, 2023; Yusuf, 2018) that support the research model in terms of the influence of empowerment on organizational commitment discovered evidence that well-executed employee empowerment can increase an individual's ability to do a good job and encourage employees to make better efforts and participate more in decision-making. (Umar, 2020) discovered evidence of empowerment influencing organizational commitment. In contrast to the findings of (Munaf, 2016), empowerment did not affect organizational commitment.

The disparities in the results of earlier studies and phenomena, as well as study gaps, highlight the importance of this research. In general, it is critical to investigate the theory and empirical findings that try to detect and assess the impact of the antecedent variables of competence and organizational commitment, such as empowerment and corporate learning culture. Furthermore, a previous study has shown contradicting outcomes.

It is possible to conduct additional research on the influence of employee empowerment on competence and organizational commitment, with a greater emphasis on corporate learning culture as a moderating component. Without culture as a crucial aspect of resistance to change, learning organizational development and planning cannot be comprehended (Kasmel & Andersen, 2011). This indicates that if the culture is open and willing to allow change, the organization's learning can be moderated, related, or strengthened. But, if it is closed and does not tolerate change, the organization's learning cannot be adopted. The originality of this study is that it extends the concept of (Laverack, 2001) and

(Purwanto et al., 2020) by incorporating organizational learning as a moderating variable of the impact of empowerment on employee competence and organizational commitment. The research aims are as follows: first, to examine the effect of charge on competence and organizational commitment. Second, investigate the impact of empowerment on employee competence and organizational commitment using organizational learning as a moderating variable.

Empowerment, as delineated in (Wasahua, 2017), encompasses a process of fostering individual commitment to an organization by aligning work roles with a belief in one's unique capabilities. This alignment serves to motivate employees to invest more active efforts on behalf of the organization, fostering a sense of involvement in decision-making processes. Within this context, commitment is characterized by employees' identification, loyalty, and engagement with the organization. Heightened commitment often translates to a more relaxed, loyal, and engaged workforce, ultimately yielding optimal performance outcomes. Supported by empirical research conducted by (Eko Purnomo, 2018), well-executed employee empowerment emerges as a catalyst for enhancing individuals' job capabilities, motivating greater effort, and fostering active participation in decision-making. Additional studies, such as those by (Ghose, 2001), (Laverack, 2006) corroborate the link between empowerment and organizational commitment. However, it's worth noting that the findings of diverged from this trend, suggesting a need for deeper investigation (Firmansyah & Pratiwi, Ratih Nur, 2014).

The variations in outcomes across previous studies and the existence of unexplored phenomena underscore the significance of the current research endeavor. In essence, the importance of delving into theoretical frameworks and empirical evidence relating to antecedent variables like empowerment and corporate learning culture becomes evident. Recognizing the impact of culture as a pivotal facet influencing resistance to change, the study underscores the role of organizational learning culture in comprehending learning, development, and planning within an organization (Asri, 2015). This duality suggests that an organization's learning can either be moderated, reinforced, or impeded by its openness to change. Thus, the research journey aims to bridge this gap by extending the perspectives presented in (Nurmasari, 2017) and (Setiawan, 2020), integrating organizational learning as a moderating variable in assessing the influence of empowerment on employee competence and organizational commitment.

Central to this research endeavor are the distinct objectives that guide its exploration. Firstly, it seeks to scrutinize the impact of empowerment on employee competence and organizational commitment. This examination aims to unveil the intricate relationships that underlie these components and how empowerment plays a pivotal role in shaping them. Secondly, the study embarks on an investigation into the potential impact of empowerment on employee competence and organizational commitment while introducing organizational learning as a moderating variable. This innovative extension of the concepts presented in (Bima Cinintya Pratama, Fatmah Bagis, Hardiyanto Wibowo, Maulida Nurul Innayah, 2020) and (Gusti Ayu Yogi Iswari et al., 2019) seeks to unravel the nuanced interactions between these elements and how organizational learning culture might either amplify or mitigate the effects of empowerment.

Empowerment takes the form of granting individuals decision-making authority through delegated responsibilities, exemplified in instances such as the transfer of duties from management to employees (Iriawan & Edyanto, 2022). Within this framework, empowerment can be defined as the process of harnessing an employee's skills and abilities to their fullest potential (Dewi Diniaty, 2014; Iriawan & Edyanto, 2022). Notably, employee empowerment yields a range of positive outcomes, including enhanced confidence, which reverberates through the work environment, competency levels, the meaningfulness an employee derives from their work, and the degree of autonomy they feel in their role (Asri, 2015). As an instrumental policy, human resource empowerment is strategically employed to cultivate exceptional personnel equipped with aptitude, self-development capabilities, and adeptness in both technological and managerial domains (Nurmasari, 2017). It stands as a critical step towards nurturing a workforce capable of harnessing and advancing their expertise in science, technology, and management (Bima Cinintya Pratama, Fatmah Bagis, Hardiyanto Wibowo, Maulida Nurul Innayah, 2020). Expanding on the concept of competence, (M. Alhudhori, 2017) contend that it encompasses an employee's aptitude for performing an array of tasks, categorized into intellectual and physical abilities. Building on this premise, suggests that employee empowerment, when facilitated through skills, resources, authority, opportunities, and incentives, combined with a sense of accountability for outcomes, substantially influences competence. Existing research further solidifies the connection between employee empowerment and competence, as observed in prior studies (Muh. Nasrullah, Rudi Salam, Dwi Pratiwi, 2017).

Delving into the complex interplay of employee empowerment and organizational commitment, propose that structural job empowerment, with a focus on enhancing employee engagement, nurtures positive attitudes that drive individuals towards achieving organizational commitment. This commitment, signifies an employee's faith in organizational objectives and willingness to remain part of the organization (Salmon et al., 2021). Recognized as a continual process, organizational commitment is pivotal in supporting overall organizational success, rendering low commitment detrimental to an organization's health. Notably, shared commitment implies a deficiency in employee accountability.

Defined by (Leiwakabessy & Lahallo, 2019) as the process of equipping individuals with robust problem-solving abilities, empowerment thrives through the bestowal of trust and authority, thereby elevating their responsibilities. The core objective of empowerment lies in recalibrating power dynamics between management and employees. A key facet of empowerment entails conferring employees with control and responsibility, thereby igniting enthusiasm and motivation. An

essential component is leaders considering employee perspectives when making decisions and furnishing employees with the necessary knowledge. Of note, superior empowerment is pivotal in this context, influencing employee motivation and imbuing a sense of value as they contribute to organizational goals (Bandiyono et al., 2021; Edyanto, Karsiman, 2019). This cascade of empowerment amplifies organizational commitment by engendering a heightened sense of accountability and involvement (Bandiyono et al., 2021).

Numerous studies have shown that empowerment affects organizational commitment. The following hypotheses are based on the literature and arguments:

H<sub>1</sub>: Employee empowerment has a significant effect on employee competence.

H<sub>2</sub>: Employee empowerment has a significant effect on organizational commitment

Learning is a holistic process that involves the collaboration of elements of experience, opinion, cognition, and conduct. Personality type, amount of schooling, job choice, work positions, and cultural influence are all examples of learning styles (Adriyan Saptawan, 2013). Learning within the organization will aid in organizational empowerment. Understanding culture is a process described as a contextual aspect that plays a key influence in boosting employee competency and work (Junianto, Irvan & Kencana, 2020). This culture will help to transmit knowledge, share ideas, and improve ability and performance. As a result, studying organizational culture facilitates the influence of empowerment on competency.

According to the experiential learning hypothesis, experience is crucial in learning activities. Because the firm has a good learning culture, employees can encourage one another to share skills and information by providing regular feedback and direction. A learning organization has a long-term benefit. Having a learning organization is essential. According to (Ardian, 2019), many studies on organizations show that organizational learning capacities provide a sustained competitive advantage. According to (Mashudi, 2014), an empowerment program is required to improve employees' involvement in the organization.

According to (Purwanto et al., 2020), developing a culture that follows the organization's people can foster devotion to organizational values. One of them is to establish an organizational learning culture. The organization's learning culture will drive employees to think and act by the organization's ideals.

Learning is a comprehensive process that amalgamates elements of experience, viewpoints, cognition, and behavior. Varied factors, such as personality type, educational background, job preferences, work roles, and cultural influences, all contribute to distinct learning styles. In the organizational context, learning serves as a catalyst for empowerment. The profound influence of culture on employee competency and performance is encapsulated within the concept of organizational learning. Culture, as elucidated in (Bandiyono et al., 2021), is a contextual force that shapes the enhancement of skills and capabilities within the workforce. A conducive organizational culture facilitates the transmission of knowledge, fosters idea sharing, and augments individual abilities, thereby acting as a conduit that amplifies the impact of empowerment on competency.

The theory of experiential learning underscores the pivotal role of experience in the learning process (Wibowo & Putra, 2016) In an organizational setup characterized by a robust learning culture, employees are incentivized to mutually share skills and insights, offering regular feedback and guidance (Widhyharto, 2008). This dynamic fuels a continuous learning loop, where accumulated experience and collective knowledge drive performance improvement. The ramifications of fostering a learning organization are far-reaching. As highlights, extensive research underscores that organizational learning capabilities deliver sustained competitive advantages. In line with this perspective, posits the necessity of an empowerment program to elevate employee engagement within the organization.

Central to building organizational commitment is cultivating a culture that aligns with the values of the organization itself (Widhyharto, 2008). One such mechanism is the establishment of an organizational learning culture. This culture serves as a compelling force, motivating employees to not only internalize but also enact the ideals championed by the organization. The core hypothesis woven within this context revolves around the interaction between organizational learning culture, empowerment, and their collective influence on fostering a dedicated and value-driven workforce. The subsequent exploration aims to illuminate the intricate dynamics that propel organizational commitment through this nexus. The hypothesis proposed is based on the elaboration of the theory and explanation:

Hypothesis 3: Organizational learning culture is a moderating variable on the influence of empowerment on competence.

Hypothesis 4: Organizational learning culture moderates the impact of empowerment on organizational commitment.

## 2. Materials and Methods

Explanatory research serves as the chosen method for this study, aiming to delve into the hypothesis-driven relationships between the various research variables. In pursuit of this objective, a sample size of 125 permanent employees from the marketing department of BRI's Martadinata Branch Office was selected. To ensure a representative sample, proportional random sampling was employed as the sampling technique. The collection of data was facilitated through the

distribution of questionnaires to the targeted employees. Utilizing the convenience and efficiency of technology, these questionnaires were administered via Google Forms, enabling a streamlined data collection process.

### 2.1. Measurement

In the study conducted by (Kurniawan, 2021), the assessment of the employee empowerment variable was based on five distinct measures. To gauge employee competency, a set of six indicators was established, drawing insights from the works of both. Similarly, organizational commitment was evaluated using six indicators developed by (Alfaridzi et al., 2019). The organizational learning culture was scrutinized through the lens of seven specific indicators, as formulated by (Sugiyono, 2013).

In order to gather data for this study, a questionnaire was employed, employing a Likert scale to measure participants' responses. The Likert scale consisted of alternative scores spanning from 1 to 5. Within this scale, respondents were provided seven-point options for rating questionnaire items. The options ranged from "strongly disagree" with a score of 1, progressing through "disagree" (2), "neutral" (3), "agree" (4), and culminating with "strongly agree" garnering a score of five. This structured approach allowed participants to express varying levels of agreement or disagreement with the questionnaire items, contributing to a comprehensive understanding of their perspectives.

### 2.2. Data Analysis

This study's model is a sort of causation. The SEM and PLS are used for hypothesis testing. Outer model analysis was used to analyze the data. Second, investigate the Inner Model.

## 3. Results

### 3.1. Measurement Model Evaluation (Outer Model)

The analysis results suggest that all of the research indicators' factor values are more than 0.30. 0.001 is the probability value or P-value. Employee empowerment, employee competency, organizational commitment, and organizational learning culture can thus be represented by all hands. These criteria demonstrate that the indicator is a valid construct (Table 1).

**Table 1** Outer loading.

| Construct                       | item        | Loading | p-value | Result |
|---------------------------------|-------------|---------|---------|--------|
| Employee Empowerment            | Empover1    | 0.814   | <0.001  | Valid  |
|                                 | Empover 2   | 0.878   | <0.001  | Valid  |
|                                 | Empover 3   | 0.882   | <0.001  | Valid  |
|                                 | Empover 4   | 0.818   | <0.001  | Valid  |
|                                 | Empover 5   | 0.901   | <0.001  | Valid  |
| Employee Competence             | Competence1 | 0.809   | <0.001  | Valid  |
|                                 | Competence2 | 0.781   | <0.001  | Valid  |
|                                 | Competence3 | 0.768   | <0.001  | Valid  |
|                                 | Competence4 | 0.897   | <0.001  | Valid  |
|                                 | Competence5 | 0.873   | <0.001  | Valid  |
|                                 | Competence6 | 0.932   | <0.001  | Valid  |
| Organizational Commitment       | Commitment1 | 0.901   | <0.001  | Valid  |
|                                 | Commitment2 | 0.89    | <0.001  | Valid  |
|                                 | Commitment3 | 0.902   | <0.001  | Valid  |
|                                 | Commitment4 | 0.879   | <0.001  | Valid  |
|                                 | Commitment5 | 0.888   | <0.001  | Valid  |
|                                 | Commitment6 | 0.803   | <0.001  | Valid  |
| Organizational learning culture | Orglearn1   | 0.939   | <0.001  | Valid  |
|                                 | Orglearn2   | 0.939   | <0.001  | Valid  |
|                                 | Orglearn3   | 0.878   | <0.001  | Valid  |
|                                 | Orglearn4   | 0.868   | <0.001  | Valid  |
|                                 | Orglearn5   | 0.943   | <0.001  | Valid  |
|                                 | Orglearn6   | 0.961   | <0.001  | Valid  |
|                                 | Orglearn7   | 0.961   | <0.001  | Valid  |

Loading and cross-loading values are used to calculate the discriminant validity test. If the loading value obtained for each indicator surpasses the cross-loading value of the other latent variables, the discriminant validity assumption has been met. It is greater than the cross-loadings of -0.316 (Competence), 0.232 (commitment), and 0.025 in empower1 (org. learning). As a result, the empower one indication is a reliable discriminant (Table 2).



**Table 2** Combined loading dan cross-loading.

|             | Empower      | Competence   | Commitment   | Org. learning |
|-------------|--------------|--------------|--------------|---------------|
| Empower 1   | <b>0.814</b> | -0.316       | 0.232        | 0.025         |
| Empower 2   | <b>0.878</b> | -0.193       | 0.112        | -0.035        |
| Empower 3   | <b>0.882</b> | 0.168        | -0.067       | -0.077        |
| Empower 4   | <b>0.818</b> | -0.069       | -0.033       | 0.035         |
| Empower 5   | <b>0.901</b> | 0.371        | -0.223       | 0.055         |
| Competence1 | -0.108       | <b>0.809</b> | -0.165       | 0.011         |
| Competence2 | -0.024       | <b>0.781</b> | -0.069       | -0.101        |
| Competence3 | 0.319        | <b>0.768</b> | 0.452        | 0.069         |
| Competence4 | 0.052        | <b>0.897</b> | -0.022       | 0.079         |
| Competence5 | -0.18        | <b>0.873</b> | -0.252       | -0.003        |
| Competence6 | -0.03        | <b>0.932</b> | 0.086        | -0.056        |
| Commitment1 | 0.05         | -0.53        | <b>0.901</b> | 0.024         |
| Commitment2 | 0.164        | -0.149       | <b>0.89</b>  | -0.046        |
| Commitment3 | 0.135        | -0.035       | <b>0.902</b> | 0.09          |
| Commitment4 | 0.047        | -0.317       | <b>0.879</b> | 0.112         |
| Commitment5 | -0.189       | 0.364        | <b>0.888</b> | -0.063        |
| Commitment6 | -0.231       | 0.743        | <b>0.803</b> | -0.129        |
| Orglearn1   | -0.016       | 0.013        | -0.015       | <b>0.939</b>  |
| Orglearn2   | -0.016       | 0.013        | -0.015       | <b>0.939</b>  |
| Orglearn3   | -0.027       | 0.018        | -0.004       | <b>0.878</b>  |
| Orglearn4   | -0.193       | -0.076       | 0.158        | <b>0.868</b>  |
| Orglearn5   | 0.038        | -0.011       | -0.019       | <b>0.943</b>  |
| Orglearn6   | 0.097        | 0.019        | -0.045       | <b>0.961</b>  |
| Orglearn7   | 0.097        | 0.019        | -0.045       | <b>0.961</b>  |

**3.2. Evaluation of Structural Model (Inner Model)**

Table 3 reveals that the coefficient determination of competence is 0.411, indicating that empowerment contributes 41.1% to competence. The coefficient of determination of commitment is 0.413, indicating that empowerment contributes 31.6% to commitment (Table 3).

**Table 3** Coefficient of determination.

|            | R Square |
|------------|----------|
| Competence | 0.411    |
| Commitment | 0.413    |

**3.3. Hypothesis Test**

Hypothesis 1: Empowerment has a significant effect on competence.

The path coefficient of empowerment's influence on competence is 0.580, with a probability of 0.001. This effect is statistically significant in a positive direction, implying that an increase in employee empowerment will increase competence. Hence, employee empowerment is regarded as a determinant of employee competency.

Hypothesis 2: Empowerment has a significant impact on organizational commitment.

With a probability of 0.001, the path coefficient for the influence of employee empowerment on organizational commitment is 0.503. This link is statistically significant and has a positive direction, implying that organizational commitment is high if employee empowerment increases. These findings point to employee empowerment as a predictor of corporate commitment (Table 4).

**Table 4** Result of direct influence testing analysis.

| No | Influence between Variables                | Path Coefficient | p-value | Result      |
|----|--|------------------|---------|-------------|
| 1  | Empowerment      Competence                | 0.580            | <0.001  | Significant |
| 2  | Empowerment      Organizational Commitment | 0.503            | <0.001  | Significant |

Hypothesis 3: Organizational learning culture moderates the impact of empowerment on competence.

The path coefficient of the Empowerment Interaction variable \* Organizational learning culture is 0.095 with a probability of 0.141. It implies that the organizational learning culture does not enhance the effect of empowerment on competency. Interaction empowerment \* corporate learning culture does not enhance the impact of empowerment on competence.

Hypothesis 4: Organizational learning culture moderates the impact of an employee on organizational commitment



The path coefficient of employee empowerment interaction \* organizational learning is 0.21, with a probability of 0.007. It suggests that corporate learning culture mitigates the impact of empowerment on organizational commitment. Interaction between empowerment \* Organizational learning culture strengthens the impact of empowerment on organizational commitment (Table 5).

**Table 5** Results of the analysis of the moderating effect test.

| Explanatory Variable | Moderating Variables            | Response variable         | Path Coefficient/Moderation | <i>p-value</i> | Result                  |
|----------------------|---------------------------------|---------------------------|-----------------------------|----------------|-------------------------|
| Employee Empowerment | Organizational Learning Culture | Employee Competence       | 0.095                       | 0.141          | Non-Moderating Variable |
| Employee Empowerment | Organizational Learning Culture | Organizational Commitment | 0.21                        | 0.007          | Moderating Variable     |

#### 4. Discussion

The influence of employee empowerment on employee competency is underscored by the findings of the conducted research. Notably, significant empirical evidence substantiates the role of employee empowerment as a determinant of employee competency. As outlined in (Triyanto, 2017), empowerment endeavors to furnish employees with the strength and authority to participate in task-sharing, fostering enthusiasm for recognition and acknowledgment. The ramifications of empowerment extend to cultivating a more positive mindset, leading employees to exhibit higher levels of performance. (Fauzi, 2014) presents empowerment as a multi-dimensional process, encompassing various facets rather than being confined to a single concept. Another perspective on empowerment relates to employees' capacity to not only carry out their tasks but also take ownership of them, reflecting a sense of autonomy and responsibility.

The essence of empowerment crystallizes through four cognitive dimensions—meaning, competence, self-determination, and impact—each mirroring an individual's disposition towards their job. In practical terms, organizations empower individuals by disseminating information, offering rewards, and fostering an environment that empowers them to proactively address challenges, thereby enhancing both service quality and performance. The formative aspects of employee empowerment encompass skills, resources, authority, opportunities, and motivation, intertwined with the notion of being answerable for the consequences of one's actions. This equilibrium between empowerment and accountability profoundly influences employee competence and well-being (Irawan et al., 2020).

According to Jacqueline's perspective, empowerment exerts a notable influence by igniting employee motivation, a catalyst that can eventually culminate in employees wielding authority, control, and the application of their acquired knowledge and skills. These findings align harmoniously with the conclusions drawn from previous studies, such as those by (Ardian, 2019), which established a significant correlation between empowerment and employee competence. The proposition of developing a successful team-building program further underscores the potential for enhancing employees' knowledge, skills, and talents. The study's outcomes unveil a robust association between empowerment and organizational commitment. This correlation substantiates the assertions made by (Irawan et al., 2020), which posit that social exchange theory fosters a reciprocal dynamic between organizations and employees. Employees harboring strong commitments to the organization tend to respond favorably to engagement-oriented organizations that value their involvement in decision-making processes. In line with (Bandiyono et al., 2021)'s argument, the act of empowering employees acts as a motivational incentive that spurs individual engagement within the organizational context. Targeted employee empowerment, with the objective of harmonizing work responsibilities with organizational confidence in individuals' abilities, generates an impetus for employees to exert greater efforts in fulfilling tasks on behalf of the organization. This empowerment-driven engagement extends to increased participation in decision-making, thereby cultivating a deeper connection between employees and the organization. Amidst the diverse considerations within an organization, the concept of employee empowerment emerges as a pivotal focus area. The incorporation of employees into decision-making processes engenders a sense of comfort, while their active involvement in achieving organizational goals fosters heightened satisfaction. This amalgamation of factors, stemming from employee empowerment, effectively translates into enhanced commitment to the organization, ultimately fortifying its internal dynamics and resilience. In summary, Jacqueline's insights shed light on how empowerment catalyzes motivation and authority, aligning with earlier research findings. The study's revelations regarding empowerment's influence on organizational commitment further echo (Arifah, 2022)'s assertions about reciprocal interactions. By fostering empowerment and actively involving employees in decision-making, organizations create an environment of engagement and satisfaction, nurturing a workforce that is both dedicated and deeply connected to the organization's goals.

As per (Kumaat & Dotulong, 2015)'s insights, empowered employees tend to possess an internal locus of control, exhibiting higher expectations of the impact their individual actions can generate. Such empowered individuals exhibit a sense of influence, believing that their ideas hold sway over their work units and the broader organizational framework.

Empowerment, therefore, becomes a conduit through which individuals exercise personal control over their work methodologies (work locus of control) and bolster confidence in their own capabilities (self-efficacy). This dynamic is complemented by increased accountability for individual performance and organizational commitment. Organizational commitment emerges as a pivotal dimension of responsibility facilitated by empowerment. These findings align with previous research, as supported by (Nasution, 2014), attesting to the integral connection between empowerment and organizational commitment. Building on the framework of social exchange theory, elucidates the reciprocal interaction between employees and the organization. The notion that employees exhibit heightened commitment when their involvement in decision-making processes is valued is affirmed by (Kusuma, 2013). Empowerment, in this light, emerges as a mechanism that not only strengthens organizational commitment but also fosters trust and adherence to organizational guidelines. Contrary to (Fauzi, 2014)'s perspective on the relationship between empowerment and organizational learning culture, the research findings indicate that the impact of empowerment on employee competence remains unaffected by the presence of such a culture. This assertion diverges from the belief that organizational learning fosters a culture of learning within the company. Instead, the concept of a learning culture is presented as a contextual aspect that significantly contributes to enhancing employees' capabilities and work outcomes. This culture encourages knowledge and idea sharing among employees, thereby bolstering individual abilities and performance. Accentuates the pivotal role of companies in facilitating employees' competence development (Poetri et al., 2020). This elevated competence not only renders employees more adept but also more inclined towards innovation. However, the application of this innovative competence often hinges on managerial decisions. Notes that employees must align their innovative efforts with organizational operations (Basalamah et al., 2019). It's worth noting, as (M. Alhudhori, 2017) suggests, that the efficacy of empowerment wanes when employees are not consistently engaged in innovation, potentially leading to work outcomes that deviate from intended plans. In essence, empowerment's impact extends to various facets of employee dynamics, from locus of control and self-efficacy to organizational commitment. The connection between empowerment and commitment is supported by social exchange theory, while the relationship between empowerment and employee competence is presented in relation to organizational learning culture. The interplay between these elements intricately shapes employee behaviors, skills, and dedication within the organizational context.

The impact of empowerment on organizational commitment is intricately moderated by the presence of an organizational learning culture. As emphasized by (Wulandari, 2022), the application of empowerment serves as a mechanism to expand employee engagement within the organization. At the heart of an organizational learning culture lies the organization's capacity to generate, uncover, and disseminate knowledge, subsequently fostering an environment that adjusts attitudes and values to accommodate new insights (Triyanto, 2017). According to (Umar, 2020), organizational culture and climate emerge as outcomes shaped by a multifaceted interplay of factors, including leadership styles, learning methodologies, and various supportive components. Within this context, the organizational learning culture exerts both direct and indirect effects on organizational commitment. The premise that every company should evolve into a learning entity stems from the imperative of global competition, which mandates swift adaptations to the ever-changing internal and external landscapes of an organization. This adaptation serves as a guiding principle for businesses to navigate challenges and competition effectively. The pursuit of dynamic creativity and innovation necessitates the integration of a continuous learning process. A learning organization is a requisite, as an organization's ability to learn stands as a sustained advantage. Echoing (Alfian et al., 2019)'s perspective, extensive research within the corporate landscape attests to the enduring competitive edge derived from organizational learning capacities. The nexus of organizational empowerment and learning significantly influences organizational commitment, shaping employees' sense of attachment to the organization in which they contribute their competencies. Within the framework of organizational learning, employees undergo a process of learning and adaptation, fostering their personal growth. This process encourages employees to embrace a continuous eagerness to explore both their internal and external environments while continually discovering and actualizing their potential. Ultimately, employees are expected to align themselves strategically based on their capacity to deliver optimal contributions, benefiting both their personal development and the overarching goals of the organization. In essence, the interplay between empowerment and organizational commitment is uniquely nuanced by the presence of an organizational learning culture. This culture serves as a catalyst for expanding engagement, adapting to dynamic challenges, and fostering an environment of continuous growth. By integrating empowerment and learning, organizations can cultivate a workforce deeply committed to the company's objectives, equipped with the skills and attitudes necessary to thrive in the ever-evolving corporate landscape.

#### *4.1. Managerial Implication*

The primary focus of this study is to delve into the pivotal role of employee empowerment in bolstering both employee competency and organizational commitment. Drawing insights from the research outcomes, it becomes evident that organizational management can harness the power of empowerment through clear delegation of authority. This delegation should flow seamlessly from the head office to regional offices, and further downstream to branch offices. Embracing a digital framework, organizations can leverage technology to facilitate effective empowerment strategies. A continuous and systematic approach to developing staff competency is essential, necessitating ongoing efforts.

Acknowledging the importance of stakeholders, appropriate rewards should be allocated to both employees and stakeholders. Building on these findings, the establishment of an organizational learning culture can be facilitated through the avenue of BRI Corporate University (BRI Corpu). This institution serves as a conduit for knowledge transfer and the realization of learning organizations. The sustainable development of BRI Corpu is exemplified by its "tailored learning experience" feature introduced in 2021, which customizes learning content to cater to each employee's unique needs and career aspirations. This study substantially contributes to our comprehension of the critical role played by empowerment. Managers and leaders can extract valuable insights from these findings, concentrating on distinct empowerment strategies and cultivating a culture of organizational learning. Enhancing employee empowerment, competency, and commitment stands to uplift overall employee performance. Armed with the insights gained from this study, organizational leaders can craft policies and strategies aimed at fostering enhanced competency and organizational commitment. The study's context involves respondents from the banking sector, positioning its findings as valuable resources for bank management to contemplate when strategizing employee empowerment and fostering an organizational learning culture. The anticipated outcomes are twofold: a significant augmentation of employee competency and a deeper organizational commitment. The research's exploration into the influence of a corporate learning culture on employee responsibilities underscores the need for a supportive learning environment in elevating employee abilities and performance. In essence, this study's findings bear transformative potential for organizations, as they uncover the intricate relationship between empowerment, competence, and commitment. By thoughtfully embracing the outlined strategies and insights, organizations can embark on a trajectory of growth, marked by skilled employees and unwavering commitment, ultimately propelling them towards sustained success in a dynamic business landscape.

## 5. Final considerations

In conclusion, this study highlights the significant role that employee empowerment plays in influencing employee competency and organizational commitment. The research findings underscore the positive impact of empowerment on these crucial aspects within an organization. Empowerment, as demonstrated in this study, contributes to improved employee performance and a positive mindset. It encompasses multiple dimensions, including autonomy, responsibility, and a sense of impact. This multifaceted approach fosters a greater sense of accountability, leading to enhanced employee competence and job satisfaction. Moreover, the study confirms the strong correlation between employee empowerment and organizational commitment. Empowerment serves as a catalyst for increased employee engagement, aligning work responsibilities with organizational goals. This alignment leads to a deeper commitment from employees, who feel valued and involved in decision-making processes. Empowered employees exhibit an internal locus of control and a heightened sense of impact. This translates to greater self-efficacy, accountability, and ultimately, higher levels of organizational commitment. The study's insights support the view that empowerment nurtures a sense of ownership and involvement, strengthening the bond between employees and the organization. Contrary to some views, the study suggests that the impact of empowerment on employee competency remains consistent regardless of the presence of an organizational learning culture. However, the study underscores the importance of continuous competency development and innovation involvement to harness the full potential of empowered employees. In summary, this study underscores the importance of employee empowerment in fostering both competency and commitment. The insights provided offer valuable guidance for organizations aiming to create a motivated, skilled, and dedicated workforce. By embracing empowerment and its associated strategies, organizations can cultivate a positive environment that nurtures employee growth and bolsters organizational success.

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## Ethical considerations

Not Applicable.

## Conflict of Interest

The authors declare no conflict of interest.

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