

Research Article

The Influence of Employee Empowerment on Goal Orientation Through Work Accuracy

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Abstract: The research aims to find out and lyze the influence of employee empowerment on goal orientation through work accuracy at the Gempolkrep Sugar Factory, Gedeg district, Mojokerto Regency. The research method used is a quantitative research method with the number of samples used as many as 117 respondents using probability sampling techniques with proportionate random sampling techniques. The method used in the collection of data this study is to use a questionnaire method with a scale os assesment using the likert scale. The data analysis technique used in this study is using SEM (stuctural equation modeling) with analysis test tools using IBM SPSS AMOS Statistics Version 22 software. The results showed that : 1) Employee empowerment has a significant and positive effect on the work accuracy of the Gempolkrep Sugar Factory in Mojokerto Regency. 2) Eployee empowerment has an significant and negative effect on the goal orientation of the Gempolkrep Sugar Factory in Mojokerto Regency. 3) Work accuracy has an significant and positive effect on the goal orientation of the Gempolkrep Sugar Factory in Mojokerto Regency.

Keywords: Employee Empowerment; Goal Orientation; Mojokerto Regency; SEM; Work Accuracy.

1. Introduction

Competition in the era of increasingly sophisticated globalization requires proper management of industries to ensure companies remain competitive. Companies are required to increase employee productivity so that employees can continue to perform better and achieve company goals. According to Hasibuan (2019), employee empowerment can empower employees to be more responsible in carrying out their duties and improve their own work skills, thereby gaining greater trust from management in controlling and planning the implementation of pre-formed work plans, which are the employee's responsibility. Greasley et al. (2004) identified two aspects of employee empowerment: a multidimensional or structural or organizational perspective and a psychological or cognitive perspective. Employee empowerment in a company is expected to improve employee performance and achieve company goals. This 2021 phenomenon has encouraged entrepreneurs in Lamongan to take advantage of the Wage Subsidy (BSU) program as a means of employee empowerment. This was expressed by Hamdani Azhari, Head of the Lamongan Manpower and Transmigration Office, who recommended that all entrepreneurs immediately register for BPJS Ketenagakerjaan, a key requirement for those receiving assistance (beritajatim.com).

According to Poerwadarminta (2002:105) accuracy is defined as precision and precision, accuracy has a big influence in work, because for people who work seriously they produce accurate and precise information and data processing. Meanwhile, according to (Budiwanto, 2012:43) accuracy or precision is a person's ability to move something towards a target or carry out an action without making mistakes according to the target. Therefore, it can be concluded that work accuracy is a person's ability to work according to direction and purpose to achieve the desired goal. When every employee does something, be it time or work results, they must be precise and work must be careful to get accurate data. Accordingly, work accuracy at the Gempolkrep Sugar Factory still needs improvement due to a lack of accuracy in data recapitulation. While all employee data should be fully summarized, only a portion is

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included. High levels of employee accuracy will naturally lead to goal-oriented employee engagement, consistently viewing work as a learning experience.

According to Sihalolo et al. (2005), organizational goal setting is a consensus on the objectives of each program, a compromise on each activity, and program objectives that integrate performance objectives. According to Griffin (2005), goal orientation refers to a mental framework that influences how people approach achievement situations in terms of interpreting situations and motivation. In line with the explanation above, the goal orientation of the Gempolkrep Sugar Factory declined, resulting in a decline in company profits. Therefore, speed needs to be increased by re-correcting the goal orientation of each employee. Thus, it can be concluded that goal orientation is a person's reaction to a desired goal. With goal orientation, employees tend to approach any task with a clear purpose. This will lead to employees performing their work with greater dedication and care, and they will tend to do their best to achieve their desired goals.

Gempolkrep Sugar Factory is under the auspices of PT. Perkebunan Nusantara X with a milling capacity of 6,500 tons per day. The number of employees is 926 with 276 permanent employees. This company has five sections that are connected from one section to another. Each section has its own performance goals with the aim of achieving many productivity results and gaining large profits for the company to progress. Therefore, the company must develop human empowerment in order to produce competent employees. Based on these descriptions, it can be concluded that with employee empowerment in an organization, employees can be goal-oriented easily.

Specific Objectives

Based on the explanation provided by the researcher, this study aims to clarify the influence of Employee Empowerment on Goal Orientation through Work Accuracy at the Gempolkrep Sugar Factory, Gedeg District, Mojokerto Regency. Therefore, the core objectives of this study are:

1. To identify and analyze the significant influence of Employee Empowerment on Work Accuracy at the Gempolkrep Sugar Factory.
2. To identify and analyze the significant influence of Employee Empowerment on Goal Orientation at the Gempolkrep Sugar Factory.
3. To identify and analyze the significant influence of Work Accuracy on Goal Orientation at the Gempolkrep Sugar Factory.

Urgency (Priority) of the Research

The urgency of this research lies in the fact that if the company implements employee empowerment effectively, it will make employees more responsible for their duties and responsibilities at work, enabling them to achieve company goals. Employee competence is crucial for achieving the desired goals. When carrying out a task, an employee must be precise and efficient in terms of timeliness and results, as well as meticulous in carrying out their work to obtain accurate data.

The Importance of Research in Achieving Higher Education Strategic Plans

Research is also crucial for achieving higher education strategic plans because universities employ a large number of employees. Universitas PGRI Adi Buana Surabaya also employs numerous employees with varying duties and job categories. Therefore, employee empowerment is essential to encourage employees to be more responsible in their assigned tasks, thus facilitating the achievement of the university's established work goals..

2. Preliminaries or Related Work or Literature Review

Employee Empowerment

Employee empowerment is one of the efforts that must be implemented to create superior human resources capable of utilizing, developing, and possessing broad insights, as well as managerial skills to improve the quality of human resources. The challenges of increasingly rapid, efficient, and productive development must be addressed to ensure human resources become productive (Khan, 2007:54). Other experts argue that employee empowerment is important because companies gain a competitive advantage through their talents in facing competition (Wibowo, 2007). Therefore, employee empowerment is expected to enable organizations to retain employees with skills, extensive knowledge, creativity, and agility in their work. According to Priansa (2018:224), the indicator model for employee empowerment is as follows: 1. Desire: The first stage of empowerment is management's desire to delegate and involve employees. 2. Trust: Once management desires empowerment, the next step is building trust between organizational management and

employees. Mutual trust creates a favorable environment for the exchange of information and advice. 3. Self-Confidence: Mutual confidence and respect for each other's abilities. 4.

Credibility: Recognizing rewards and developing a work environment that fosters healthy competition to achieve excellence. 5. Accountability: Employee accountability for delegated authority, consistent and clear role objectives, standards, and performance evaluation goals. 6. Communication: Open communication to build mutual understanding between employees and organizational management. This openness can be achieved through criticism and suggestions regarding employee performance.

Work Accuracy

Accuracy is defined as precision and accuracy (Poerwadarminta, 2002:105). Other experts argue that accuracy is crucial in the workplace. People with high work accuracy are expected to be able to control themselves when working under pressure and achieve consistently stable results (Windyastuti, 2016). Therefore, work accuracy is the ability to perform tasks accurately. Perfection requires precision to minimize errors. Individuals who are meticulous and careful at work will find it easier to handle problems and stress. According to John in Pervin (2004), a consciously organized person is reliable, hardworking, disciplined, meticulous, elegant, and ambitious. Indicators of meticulousness according to Ria (2014) include: 1. Orderly. According to the Complete Indonesian Dictionary (2010:548), orders are neatly structured and executed according to established regulations. This person possesses the characteristic of precision in working responsibly and following established regulations. 2. Self-control. According to Chaplin (2002), self-control is the ability to direct individual behavior and suppress existing impulses. Self-control is expected to motivate oneself to work under pressure. 3. Adaptive. According to Grossman in Price, Morris, and Costello (2018), adaptive behavior is the effectiveness and degree to which an individual meets standards of personal independence and social responsibility. 4. Be careful. Care and precision are essential when working, as individuals who are meticulous in their work will achieve maximum results.

Goal Orientation

Goal orientation is the pattern of beliefs, attributions, and values held by an individual and reflected in achievement behavior (Elliot, 2005). Other experts suggest that goal orientation reflects the type of standards by which people evaluate beliefs, such as attributions, effects, and performance, as well as actual behavior (Pintrich and Schunk, 1996). According to this definition, goal orientation is the standard a person creates to achieve a task. Someone with a high goal orientation does not only think about performance goals. Indicators for measuring goal orientation according to Porath and Bateman (2006) are as follows: 1. Learning: People with a high learning orientation view skills as malleable. They strive not only to complete current tasks but also to develop the necessary skills to complete them. 2. Performance-approach: People with a performance-approach goal orientation tend to perform better on less complex tasks. To demonstrate their abilities, they tend to prefer situations that are easy and can guarantee a positive assessment of their abilities. This is because individuals seek tasks that are likely to be successful and avoid tasks that are unlikely to be successful. 3. Performance-avoidance: People with a performance-avoidance goal orientation tend to focus on avoiding negative outcomes and are hypothesized to engage in motivational processes that produce detrimental achievement outcomes because self-protective processes interfere with or prevent optimal task engagement.

Preliminary Study**Table 1.** Preliminary Study and what the researcher will conduct.

No	Years	Researcher	Title	Conclusion
1.	2016	Khalili, Dkk	Study of the Influence of Empowerment on Employee Customer Orientation	Managerial and psychological empowerment have a positive influence on employee customer orientation
2.	2018	Juan, Dkk	<i>Empowering the public sector : testing the impact of goal orientation</i>	The results of this study do not confirm a direct relationship between structural and psychological empowerment.
3.	2018	Saputra & Wibawa	The impact of satisfaction, organizational justice, and employee empowerment on employee organizational commitment.	The results show that job satisfaction has a significant positive effect on organizational commitment. Organizational justice has a significant positive effect on organizational commitment. Empowerment has a significant positive impact on organizational commitment.
4.	2019	Sari	The impact of employee empowerment and employee engagement through organizational commitment towards employees in the intermediate unit of PT. Pos Indonesia (Persero) Jember Branch.	Employee empowerment has no effect on organizational commitment.
5.	2020	Arif, Dkk	The impact of mastery of information technology on the accuracy of police work in the Kerinci Police environment.	An organization's information technology knowledge affects the accuracy of police operations at the Kerinci police station.

Hypothesis

A hypothesis in research is defined as a tentative assumption based on the problem statement. Therefore, the hypotheses to be tested in this study are:

- a. Employee empowerment has a significant and positive effect on work accuracy at the Gempolkrep Sugar Factory.
- b. Employee empowerment has a significant and positive effect on goal orientation at the Gempolkrep Sugar Factory.
- c. Work accuracy has a significant and positive effect on goal orientation at the Gempolkrep Sugar Factory

3. Materials and Method

This research is a type of quantitative research with research variables including exogenous variables (independent variables), namely employee empowerment, as well as endogenous variables (dependent variables), namely work accuracy and goal orientation. The population in this study consisted of 439 permanent employees at the Gempolkrep Sugar Factory. The population used in this study, although the sample size, adheres to the minimum sample size of 100 required for SEM modeling (Ferdinand, 2014:64). The required sample size is the number of indicators in X ranges from 5 to 10 (Ferdinand, 2014:54). There were 13 indicators in this study. Therefore, the sample size was 117, using a percentage of 9. Therefore, the sample size was 117 respondents from the total number of permanent employees at the Gempolkrep Sugar Factory. The analysis stages conducted in this study were

as follows: 1. First Stage. Identifying employee empowerment, work accuracy, and goal orientation variables from data obtained through surveys, documentation, and questionnaires distributed to respondents. These variables were then tested using a quantitative descriptive statistical approach. 2. Second Stage. All respondents' responses to the research variables were then analyzed through several stages of structural equation modeling (SEM) testing using IBM SPSS AMOS Statistics Version 22 software. The final results of this study were then summarized in a sentence.

4. Results and Discussion

The research results will be described based on the suitability of the data processing results. The data processing results of this study are as follows:

Research Instrument Testing

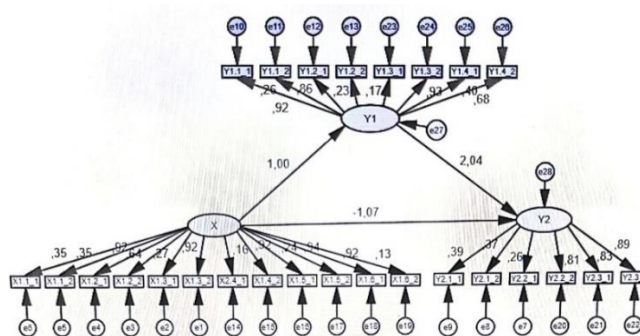


Figure 1. Path Diagram.

The figure shows that several loading factor values are less than 0.6, indicating that indicators with values below 0.6 are invalid. Therefore, values below 0.6 must be removed and recalculated.

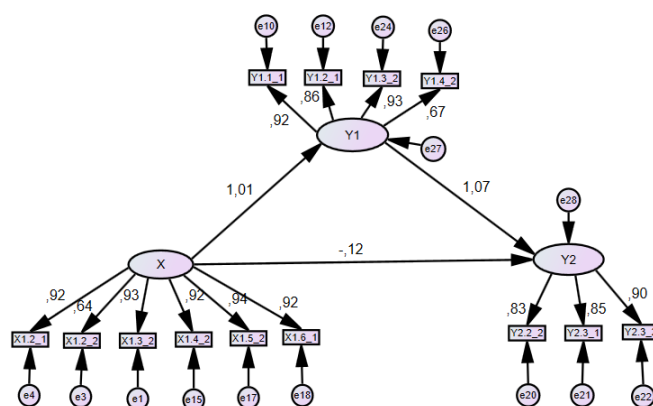


Figure 2. Path Diagram.

The image above shows the loading factor values after several invalid indicators with values < 0.6 were removed or deleted. Once indicators with values above 0.6 were removed or deleted, all indicators met the requirements and were declared valid enough to continue the research.

Validity Test

Table 2. Validity Test.

Variabel	Indikator	Loading Factor	Information
Employee Empowerment (X)	X1.2_1	0,916	Valid
	X1.2_2	0,641	Valid
	X1.3_2	0,923	Valid
	X1.4_2	0,920	Valid
	X1.5_2	0,941	Valid

	X1.6_1	0,920	Valid
	Y1.1_1	0,918	Valid
Work Accuracy	Y1.2_1	0,855	Valid
(Y ₁)	Y1.3_2	0,931	Valid
	Y1.4_2	0,681	Valid
Goal	Y2.2_2	0,810	Valid
Orientation (Y ₂)	Y2.3_1	0,834	Valid
	Y2.3_2	0,890	Valid

Source: Data processed 2024

Based on Table 1 above, the validity test results show that all statement elements have a correlation value >0.05 and are positive. Therefore, not all propositional positions can be declared valid.

Reliability Test

Table 3. Reliability test.

Variabel	Value <i>construct reliability</i>	Critical Value	Description
<i>Employee Empowerment</i>	0,67	0,6	Reliabel
<i>Work Accuracy</i>	0,75	0,6	Reliabel
<i>Goal Orientation</i>	0,68	0,6	Reliabel

Source: Data processed 2024

In Table 2 above, the reliability test results show a Cronbach's alpha of 0.67 for the employee empowerment variable, 0.75 for the work accuracy variable, and 0.68 for the goal orientation variable. These results suggest that the questionnaire used is highly reliable, and therefore, the questionnaire items can be used in this study to collect research data from respondents.

Goodness of Fit (GoF) Test

Goodness of fit is a test of the agreement between findings and expected results. The following table shows the results of the processing performed by the researcher:

Table 4. Goodness of Fit testing.

<i>Goodness of Fit Indeks</i>	<i>Cut off Value</i>	Hasil	Evaluasi Model
Chi-Square	≥0,05	3,398	Baik
Probability	≥0,05	0,758	Baik
CMIN/DF	≤2,00	0,566	Baik
GFI	≥0,90	0,991	Baik
AGFI	≥0,90	0,967	Baik
TLI	≥0,95	1,009	Baik
CFI	≥0,95	1,000	Baik
RMSEA	≤0,08	0,000	Baik

Source: Data processed 2024

Structural Equation Modeling (SEM)

Table 5. SEM model hypothesis testing.

			Estimate	S.E.	C.R.	P
<i>Work Accuracy</i>	<---	<i>Employee Empowerment</i>	0,963	0,55	17,604	***
<i>Goal Orientation</i>	<---	<i>Work Accuracy</i>	1,289	1,152	1,119	0,263
<i>Goal Orientation</i>	<---	<i>Employee Empowerment</i>	-0,295	1,102	-0,268	0,789

Source: AMOS Output Attachment, Data processed 2024

Based on the table above, the following equations are obtained:

- a. Employee empowerment has a positive estimated coefficient on work accuracy of 0.963. This means that a low value of employee empowerment increases work accuracy.
- b. Work accuracy has a positive estimated coefficient on goal orientation of 1.289. This means that a high value of work accuracy decreases goal orientation.
- c. Employee empowerment has a negative estimated coefficient on goal orientation of -0.295. This means that a high value of work accuracy decreases employee empowerment.

The above results can be seen in the SEM output image using AMOS software as follows:

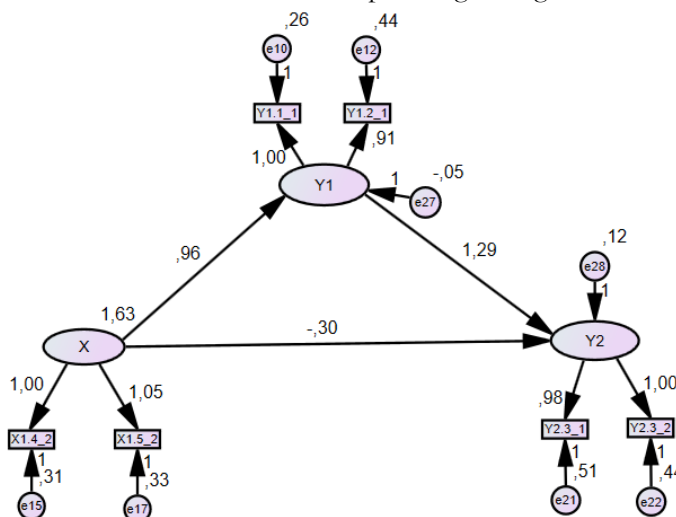


Figure 3. Results of SEM Estimation Coefficients.

Hypothesis Testing

First Hypothesis Testing

The first hypothesis has an estimated coefficient value for employee empowerment of 0.963 with a probability value of $*** < 0.05$. Therefore, this study provides evidence that employee empowerment has a significant and positive effect on work accuracy.

Second Hypothesis Testing

The second hypothesis has an estimated coefficient value for goal orientation of -0.295 with a probability value of $0.789 > 0.05$. Therefore, this study provides evidence that employee empowerment has an insignificant and negative effect on goal orientation.

Third Hypothesis Testing

The third hypothesis has an estimated coefficient value for work accuracy of 1.289 with a probability value of $0.263 > 0.05$. Therefore, the study provides evidence that work accuracy has an insignificant and positive effect on goal orientation.

5. Conclusion

Initial conclusions can be drawn based on the research objectives, hypotheses, and test results, which serve as the basis for the research model. In short, employee empowerment has a significant and positive effect on work accuracy at the Gempolkrep Sugar Factory in Mojokerto Regency. The lower the empowerment variable (X), the better the work accuracy. This is because if a company has good employee empowerment, employees can be goal-oriented more easily. Second, the findings indicate that employee empowerment has a

negligible negative effect on goal orientation at the Gempolkrep Sugar Factory in Mojokerto Regency. A high Work Accuracy variable decreases employee empowerment. This is because employees can understand the goals of their work unit and contribute to those goals, thereby gaining the respect of their superiors. Third, the results provide evidence that Work Accuracy has a significant and positive effect on goal orientation at the Gempolkrep Sugar Factory in Mojokerto Regency. A high Work Accuracy variable decreases goal orientation. This is because work experience and high work accuracy skills consistently promote goal orientation and continually view work as a learning experience.

Author Contributions: A short paragraph specifying their individual contributions must be provided for research articles with several authors (**mandatory for more than 1 author**). The following statements should be used “Conceptualization: X.X. and Y.Y.; Methodology: X.X.; Software: X.X.; Validation: X.X., Y.Y. and Z.Z.; Formal analysis: X.X.; Investigation: X.X.; Resources: X.X.; Data curation: X.X.; Writing—original draft preparation: X.X.; Writing—review and editing: X.X.; Visualization: X.X.; Supervision: X.X.; Project administration: X.X.; Funding acquisition: Y.Y.”

Funding: Please add: “This research received no external funding” or “This research was funded by NAME OF FUNDER, grant number XXX”. Check carefully that the details given are accurate and use the standard spelling of funding agency names. Any errors may affect your future funding (**mandatory**).

Data Availability Statement: We encourage all authors of articles published in FAITH journals to share their research data. This section provides details regarding where data supporting reported results can be found, including links to publicly archived datasets analyzed or generated during the study. Where no new data were created or data unavailable due to privacy or ethical restrictions, a statement is still required.

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Conflicts of Interest: Declare conflicts of interest or state (**mandatory**), “The authors declare no conflict of interest.” Authors must identify and declare any personal circumstances or interests that may be perceived as inappropriately influencing the representation or interpretation of reported research results. Any role of the funders in the study's design; in the collection, analysis, or interpretation of data; in the writing of the manuscript; or in the decision to publish the results must be declared in this section. If there is no role, please state, “The funders had no role in the design of the study; in the collection, analyses, or interpretation of data; in the writing of the manuscript; or in the decision to publish the results”.

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