

THE EFFECT OF EMPOWERING LEADERSHIP ON INTRINSIC MOTIVATION: THE ROLE OF PSYCHOLOGICAL EMPOWERMENT AS A MEDIATION

Khaidir Syahrul^{1*}

¹ Faculty of Economics, Universitas Negeri Makassar, Indonesia

ARTICLE INFO

Keywords:
The Empowerment of
Leadership; The
Psychological
Empowerment;
Intrinsic Motivation.

ABSTRACT

This research aims to investigate the human resources management within the government which requires a reliable and competent leadership. A leadership categorized as the concept of empowering when the leader shares direction, a support system, friendly, synergizing, and providing exemplary examples to his subordinates. Employees who feel empowered by the leader would increase their motivation at work. This would increase the psychological side of the employee's cognitions such as a meaningfulness, the competence, a self-determination, and the effect. This research is focused on the process of testing hypotheses and is aimed at examining the effect of empowering leadership's motivation in the field of work. It is mediated by psychological empowerment. The data used in this study was a questionnaire. This study was used in the four-stage hypothesis test of Baron and Kenny (1986). The result indicates that empowering leadership has a positive effect on intrinsic motivation, and psychological empowerment partially mediates the positive effect of empowering leadership in supporting intrinsic motivation.

* Corresponding Author at Faculty of Economics, Universitas Negeri Makassar, Indonesia
Email: khaidirsyahrul29@gmail.com

1. Introduction

As human resources, the State Civil Apparatus (ASN) is required an appropriate management in accordance with the implementation of government work programs. This is regulated in Law Number 43 of 1999 concerning the principles rules of civil service governance. The National Civil Service Agency (BKN) is one of the non-ministerial government institutions which has the authority to manage their personnel managements' nationally. The management of government programs in the field of staff is aimed to create and to establish a strong character on civil servants who had the ability to carry out their duties professionally, fairly, democratically, and competently as well. They must avoid corruption, collusion, and nepotism.

Bureaucratic reform changed the paradigm of managing the staff from the concept of centralization to decentralization and a development of regional autonomy is set up as the main goal. Managing the work system in its staff members at the basis of decentralization at Jeneponto regency is one of the main responsibility of the Badan Kepegawaian dan Pengembangan Sumber Daya Manusia (BKPSDM). According to the data from BKSPDM in 2017, the number of civil servants at Jeneponto is 5911 people which varried based on positions, groups, agencies, and years of service. Thus, this is a big challenge for BKPSDM in managing the organization structure of the staff at Jeneponto.

A reliable and competent leadership are needed on creating and establishing human resources in an organization. In addition to that statement, a leadership is characterized by the ability of leaders to give

direction and affect his or her employees to work professionally regarding the organizational goals. According to Bass and Stogdill (1990), leadership is a process affecting the activities of a group as an effort to achieve the stated goals. In the context of BKPSDM at Jeneponto, a leadership is an important factor to achieve a successful management of its personnel or staff members. The empowerment is created when a leader delegates and shares autonomy. This is can be applied by supporting the staff to get some soft- skills in pracitce at work field. Nevertheless, the concept of empowerment yet is seldom found in the system of the government bureaucracy as general. A leader that is bureaucratic, rigid, and authoritarian is yet a problem that is faced in the management of government bureaucracies.

However, there is a distinction in the context of leadership in BKPSDM at Jeneponto. The empowerment atmosphere is felt by employees in improving the quality of work in their staff members. This quality indicated by some paramount aspects for instance a gentle and a wise leader, a high motivation giving to employees according to the organization's vision and mission, explaining assigned tasks, monitoring each work, evaluating every month, giving examples or instructions, giving inspiration, respect differences, and actively communicate with employees. Therefore, this study focused on the contribution of empowering leadership behavior related to the phenomenon of government bureaucracy, especially at the BKPSDM office at Jeneponto regency. The empowerment process that occured in the work field of BPKSDM at Jeneponto between

leaders and employees is predicted to contribute to positive behavioral outcomes.

According to Amundsen and Martinsen (2014), empowerment leadership is a leader behavior that influences employee performance by providing autonomous support (delegation, coordination, information sharing, initiative, motivating, focusing on goals and self-efficacy support), and supporting development (inspiring, giving example, and guidance) to employees. For this reason, leaders who empower their employees are predicted to increase intrinsic motivation in employees, thus their employees could work well in achieving organizational goals. Empowerment leadership is predicted to influence the intrinsic motivation of employees with psychological empowerment as a mediator. The role of psychology as a mediating variable in this study is predicted to increase intrinsic motivation. The condition here refers to the psychological state of individuals who would increase when they gain the role of an empowering leader. Psychological empowerment is a construction implemented in four cognitions such as meaningfulness, competence, self-determination, and the effect (Spreitzer and Spreitzer, 1995).

There are several opinions related to empowerment in increasing employee intrinsic motivation. Zhou and Shalley (2003), in Meng et al., (2015), as agreed, individuals in empowerment leadership will need to be competent and independent of the tasks assigned with intrinsic motivation will increase. Furthermore, Gagne et al., (1997) states that empowerment can be interpreted as leadership cooperation that encourages members in developing abilities and self-

management which has implications for intrinsically motivated members.

The impact of empowering leader behavior will make individuals intrinsically motivated to work on the task, which is characterized by their finding interest in their work, has a tendency to look for new things and challenges to expand and train their capacities while exploring interest and learning (Ryan and Deci, 2000). In the context of civil servants, individuals who have intrinsic motivation are predicted to contribute actively, work optimally, and uphold the work ethic in the organization. Berdud, Cabases, and Nieto (2016) argue that a person can be intrinsically motivated because he gains satisfaction and benefits from his own duties, rather than waiting for uncertain rewards.

BKPSDM as a representation of organizational management at Jeneponto regency must provide the best service as good as possible in the implementation of work programs. The leader, in this case the head of the department must operate the duties optimally in work and actively provide opportunities to employees in the form of organizational policies and the agendas, so that the policy is able to be understood by every work unit involved. Saripudin and Rosari (2019) explains that employee performance will enhance by leadership which accomodates membership and meaningfulness of work. It means that employees need leadership empowerment.

Whereas on the other hand, the management of human resources in the behavior of empowering leadership system is predicted to be able to enhance the intrinsic motivation of employees which is mediated by psychological empowerment. This is also explained in the research of Meng, Zou, He,

and Luo (2015), regarding the concepts of leadership empowerment, psychological empowerment, and intrinsic motivation that are integrated with each other.

2. Literature Review

2.1 Empowering Leadership

Empowering leadership is a style of leadership with the process of giving influence to employees in the form of motivational support, development support, and independence to employees. According to Amundsen and Martinsen (2014), leadership empowerment is the behavior of leaders who influence employee performance by providing autonomy support and development support to employees. Furthermore, Amundsen and Martinsen (2015) identified eight sections on behavior that form the basis of a leader in empowering, namely: delegating tasks or work, building coordination and sharing information, giving encouragement to employee self-initiative, providing support for focusing on goals, providing support, inspire, set an example, and guide employees.

A leader who carries out an empowerment process effectively in an organizational environment has the consequences of positively influencing employee attitudes and behavior. Leadership and empowerment patterns tend to be shaped by the organizational context and the important role of management practices that delegate decision making (autonomy) as well as leader behaviors that aim to empower (Klerk and Stander, 2014). Empowering leaders will increase the meaningfulness of the work by providing some information to employees about the vision, mission, and

direction of the organization's goals to employees (Conger and Kanungo, 1998).

2.2 Intrinsic Motivation

Motivation is an aspect that plays an important role in one's performance. With motivation, one's behavior at work will increase. Intrinsic motivation is motivation to achieve maximum results that arise from within a person. According to Ryan and Deci (2000), intrinsic motivation is a condition of someone who is motivated to work optimally because they feel happy, enthusiastic at work, and consider participating in work is the best reward for themselves.

This study uses two basic intrinsic motivational theories, namely Cognitive Evaluation Theory (CET) and Self Determination Theory (SDT). Cognitive Evaluation Theory (CET) is a theory of social context factors that results in variability of intrinsic motivation and interpersonal structures, such as: appreciation, communication, and feedback (Ryan and Deci, 2002 in Dysvik and Kuvaas, 2010). Self-motivation will be seen from the behavior of individuals to improve self-competence, and psychologically actively involved and contribute maximally in their work.

Cognitive Evaluation Theory (CET) is closely related to Self Determination Theory (SDT), both theories become the basic foundation of intrinsic motivation theory. Self-determination theory (SDT) explains that intrinsic motivation is the purest form of autonomous motivation (Gagne and Deci, 2005). The theory of self-determination (SDT) states that achieving intrinsic motivation requires three innate psychological needs, including the needs for autonomy, competence, and linkages (Dysvik and Kuvaas, 2010). These needs can be described as follows:

1. The need for autonomy, represented when someone feels they have the opportunity to make their own choices, carry out according to self-expression, and take full responsibility for their work (Ryan and Deci, 2002 in Dysvik and Kuvaas, 2010).

2. Competency needs, represented when someone needs competence and feel effective in the social environment. Someone has the opportunity to express and manage their capacity (Ryan and Deci, 2002 in Dysvik and Kuvaas, 2010). This need will make a person challenged in carrying out optimal activities in maintaining the capacity of skills and abilities.

3. The need for connection with others, represented by the need to interact socially and feel valued by the group, feel part of the team and feel free to express problems related to their work and personal (Ryan and Deci, 2002 in Dysvik and Kuvaas, 2010).

2.3. Psychological Empowerment

Psychological empowerment is a condition of a person experiencing an increase in psychological experiences related to employee cognition, such as: competence, self-determination, meaning, and strong impact (Spreitzer and Spreitzer, 1995). These four things can be explained as follows:

1. Self competence is a person's ability to believe in his ability to complete work. These beliefs lead to efforts to enhance higher self abilities (Thomas and Velthouse, 1990).

2. Self-determination is the condition of someone who has his own responsibilities and initiatives in his work and knows the work process to be performed (Spreitzer, 1995).

3. Meaningfulness is a condition of someone who has a value of trust in the environment, and work goals that are in harmony (Spreitzer, 1995).

4. Impact is the condition of someone who believes that they can exert influence administratively, strategically, or contribute to the workplace (Spreitzer, 1995).

2.4. Hypothesis Development

The characteristics of empowering leadership is implemented by encouraging or influencing employees for instance providing autonomous support, being a good example, and giving more direction, attention, and initiative. This is supported by Amundsen and Martinsen (2014) who stated that empowerment leadership is as a process of influencing employees through sharing strength, enhancing motivation, and supporting development skills. This is aimed to promoting their experience of being independence in the work environment. Based on this, empowering leader behavior can influence the motivation of employees through autonomy and development support. This motivation leads to the construct of intrinsic motivation.

Furthermore, one aspect that accommodates one's motivation intrinsically in work is empowering leadership behavior. Empirical evidence that supports this influence is explained by Tung and Chang (2011) which stated that leader attitudes and employee responses are two parts of perspective from empowering leadership. Based on the literature, the following hypotheses are formulated:

Hypothesis 1: The empowerment leadership has a positive effect on intrinsic motivation.

The environment that applied the empowerment process in its organizational system would increase the sense of employee self-efficacy because the staff members would feel psychologically empowered. This feeling of being psychologically empowered is characterized by individuals experienced a

psychological sides into a person's cognitive processes that produce high self-efficacy, feel competent, and have strong confidence in completing tasks (Zhang and Bartol, 2010).

Employees who feel empowered would have high self-confidence and are confident in their competence to contribute maximally in the field of work. According to Meng, et al. (2015), empowerment leadership has a positive and significant influence on psychological empowerment. This explained that the role of empowerment leadership would have a positive effect and increase intrinsic motivation if the employee psychologically feels the impact of the empowerment results. Thomas and Velthouse (1990), explained psychological empowerment as a factor that is thought to be the cause of intrinsic motivation and employee satisfaction. Employee who feel that he or she was given a greater authority in doing work would feel a strong psychological effect to influence his or her work environment. Hence, the intrinsic motivation of employees would enhance along with the conditions of employees who feel they have a job. Additionally, the employees who take a full responsibility for the trust given by leaders would improve the results of their work. Based on the literature, the following hypotheses are formulated:

Hypothesis 2: Psychological empowerment mediates the positive influence of empowering leadership on intrinsic motivation.

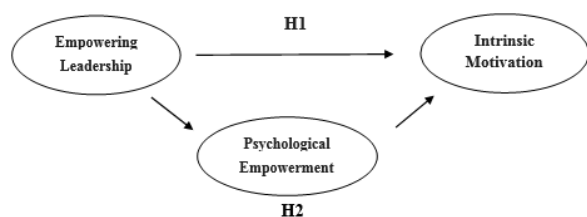


Figure 1 Research Model

Figure 1 explains the relationship between the independent, dependent and mediating variables. The direct influence of empowerment leadership is expected to have a positive influence on intrinsic motivation. On the other hand, the indirect effect of psychological empowerment is expected to be able to explain the positive influence of empowerment leadership on intrinsic motivation.

3. Method, Data, and Analysis

This research examined the effect of empowering leadership on intrinsic motivation with psychological empowerment as a third variable. The sample in this study were employees of the State Civil Apparatus (ASN) working in the Personnel and Human Resources Development Agency (BKSPDM) of the Jenepono Regency. Samples are scattered in the secretary and three fields, namely the field of mutation and work assessment, the field of education and training, and the field of procurement of dismissal, information and coaching apparatus. Employees who are selected as respondents work for at least one year taking into account employee engagement in their interactions with their leaders and the intrinsic motivation they feel. The questionnaires distributed amounted to 45 questionnaires with details of the number of questionnaires distributed, namely 3 questionnaires for the secretary, 15 questionnaires in the field of mutation and work assessment, 16 questionnaires in the field of education and training, 11 questionnaires in the field of procurement of dismissal, information, and apparatus development. Questionnaires were distributed according to the number of ASNs in each field and along with directions from

Mr. Syahrul M as the head of department and two BKPSDM staff. Questionnaire distribution was carried out for three days.

The questionnaire of empowerment leadership was measured using the Amundsen and Martinsen model of instrument (2014), with 18 statements. Furthermore, the variables respectively was measured into 2 dimensions: the autonomy support dimension with 10 items of empowerment Leadership and the dimensions of the development support with 8 item of statements. These questionnaires used a 1-5 *Likert scale* which described from '1' as *strongly disagree* to '5' as *strongly agree*. In addition to that, the intrinsic motivation questionnaire used by researcher was a questionnaire developed by Dysvik and Kuvaas (2010) with 6 item of statements. These item of questionnaires were measured on a *Likert scale* that range between 1 up to 5. This study was used a psychological empowerment questionnaire that has been developed by Spreitzer and Spreitzer (1995). The number of statements was 13 items. While. the validity test in this study aimed to measure the quality of research instrument. This is tend to make this instrument as a tool to measure what they want to measure (Cooper and Schindler, 2014). The validity test in this study was used to measure validity with questionnaire that have been translated by the experts.

In this present research, the reliability test was used the *Cronbach Alpha coefficient* (Cooper and Schindler, 2014). Reliability is able to test the consistency of an instrument when it is used repeatedly on different objects, places, and times. If the result of the value was close to number one, the level of reliability could be said to be strong and good, that was, the value of Cronbach Alpha

was higher than 0.60 and was said to be less good if the value was below 0.60. The results of this study indicated that all variables in the study are included in the good reliable category with the following values: 0.860 of empowerment leadership, 0.874 of psychological empowerment; 0.859 of intrinsic motivation. This study then was used the analysis phase based on the procedures of Baron and Kenny (1986) which aimed to provide an overview of the mechanisms of affecting independent variables.

4. Result and Discussion

Table 3 shows that the results of the study of the four stages of Baron and Kenny (1986). Phase I shows that leadership empowerment has a positive and significant effect on intrinsic motivation ($\beta = 0.654$; $t = 5.665$; $\rho < 0.05$). These results indicate that the higher the level of leadership in food empowerment the higher the intrinsic motivation of employees. The value of the coefficient of determination of ($R^2 = 0.427$) shows that leadership empowerment can explain the variance of intrinsic motivation by 42.7%. Based on the results of the Phase 1 testing, it can be concluded that the leadership variable of empowerment has a positive and significant effect on the intrinsic motivation of employees in BKPSDM, Jeneponto Regency. This also means that hypothesis 1 is supported.

Stage II shows that leadership empowerment has a positive and significant effect on psychological empowerment ($\beta = 0.727$; $t = 6.941$; $\rho < 0.05$). The value of the coefficient of determination of ($R^2 = 0.528$) indicates that the empowerment leadership variable can explain the variation of psychological empowerment of 52.8%.

Furthermore this means that there are 47.2% variance in psychological empowerment explained by other variables outside the leadership empowerment variable. Based on the results of Phase II, it can be concluded that the empowerment leadership variable has a positive and significant effect on psychological empowerment in BKSPDM Jeneponto Regency.

Stage III shows that psychological empowerment has a positive and significant effect on psychological intrinsic motivation ($\beta = 0.673$; $t = 5.962$; $p < 0.05$). Furthermore, the value of the coefficient of determination of ($R^2 = 0.453$) shows that the psychological empowerment variable can explain the intrinsic motivation variable of 45.3%.

The results of stage IV regression indicate that empowerment leadership still has a positive and significant influence on intrinsic motivation by being mediated by psychological empowerment variables ($\beta = 0.163$; $t = 2.221$; $p < 0.05$). The coefficient of determination from the three regression analysis of variables with leadership empowerment and psychological empowerment as predictors of ($R^2 = 0.510$). Furthermore, this means that there is a 51% variance in intrinsic motivation explained by the leadership variable in empowerment and psychological empowerment. Based on the value of the regression results, it was concluded that psychological empowerment mediates (partial) the effect of empowering leadership on the intrinsic motivation of Jeneponto Regency BKPSDM employees. This means that hypothesis 2 is supported (partial).

The results of testing the variables using a four-stage *regression analysis* showed that the empowerment leadership had a positive and a significant effect on the

intrinsic motivation in BKPSDM employees at Jeneponto regency. This research had a correlation with Ryan and Deci's (2002) research which stated that the attitude of an empowering leader in the form of delegation of authority, information sharing, guiding, modeling and inspiring would increase the intrinsic motivation of employees that were being more confident and enjoying their jobs.

Zhou and Shalley (2003) further stated that the concept of empowerment leadership would make employees feel trusted by the leader and feel competent and independent of the tasks assigned so that their intrinsic motivation would increase. The concept of empowerment leadership carried out by the head of BKPSDM has been considered capable of increasing the intrinsic motivation of employees. This makes employees feel more confident in working, and actively communicate with the head of the department in the side of BKPSDM formally such as in a evaluation meetings, and outside the working hours informally.

This study showed that the psychological empowerment variables capable partially on mediating the effect on empowerment leadership on the intrinsic motivation of BKPSDM employees in Jeneponto Regency. The results of this study are in line with the findings of Zhang and Bartol (2010) who argue that employees who feel the impact of empowering leadership will increase their sense of self-efficacy, feel psychologically empowered with the employee cognition process, which has implications for employee motivation to contribute maximally in his work. Furthermore, the results of this study also directly answer that empowerment leadership variables 12 mediating the influence of empowerment leadership on intrinsic motivation in

accordance with the results of the four-stage regression analysis set by Baron and Kenny (1986).

The result found that the empowerment leadership variable gained an average value of 4.15 in all fields, then the psychological empowerment variable obtained an average value of 3.96, and intrinsic motivation gained 4.09. In other words, a low intrinsic motivation in BKPSDM employees was not existed, while the psychological empowerment was capable of partially mediating the empowerment leadership variable on intrinsic motivation. The employees who felt empowered by the leader, in this case the head of BKPSDM would feel empowered psychologically as well so that this had a significant effect on the intrinsic motivation of employees in working field. Interactions that occur between leaders and employees properly, and sustainably made a positive outcome in every work program.

The reliability test in this study uses Cronbach's Alpha, by explaining the correlation each item and having a positive fit with the obtained alpha value (Cooper and Schindler, 2014). Table 1 shows that the variables of empowerment leadership, psychological empowerment and intrinsic motivation have Cronbach's Alfa coefficient values above 0.60, it can be concluded that the three variables are reliable and worthy of being used as measurement instruments in research.

Table 2 shows the mean values, standard deviations, and correlation coefficients of the variables of empowerment leadership, psychological empowerment, and intrinsic motivation. The correlation value of empowerment leadership variables with intrinsic motivation was proven to be

positive with a value ($r = 0.515$; $p < 0.01$). Furthermore, the correlation value of empowerment leadership with psychological empowerment has a positive correlation value ($r = 0.418$; $p < 0.01$). The correlation of psychological empowerment with intrinsic motivation is positive, and significant ($r = 0.423$; $p < 0.01$).

Table 3 was carried out with four stages that were in accordance with the regression analysis technique according to Baron and Kenny (1986). Stage I shows that leadership empowerment has a positive and significant effect on intrinsic motivation ($\beta = 0.654$; $t = 5.665$; $\rho < 0.05$). Stage II shows that leadership empowerment has a positive and significant effect on psychological empowerment ($\beta = 0.727$; $t = 6.941$; $\rho < 0.05$). Stage III shows that psychological empowerment has a positive and significant effect on psychological intrinsic motivation ($\beta = 0.673$; $t = 5.962$; $\rho < 0.05$). The results of regression stage IV indicate that empowerment leadership still has a positive and significant effect on intrinsic motivation by being mediated by psychological empowerment variables ($\beta = 0.163$; $t = 2.221$; $\rho < 0.05$).

Table 4 shows the summary of hypothesis test result. According to the results of stage I test, the value of the coefficient of determination is ($R^2 = 0.427$), indicating that leadership empowerment can explain the variance of intrinsic motivation by 42.7%. This also means that hypothesis 1 is supported. Furthermore, the results of stages II, III, & IV test, the value of the coefficient of determination is ($R^2 = 0.510$). It means that there is a 51% variance in intrinsic motivation explained by leadership empowerment and psychological empowerment variables. This means that hypothesis 2 is partial supported.

Table 1 Reliability Value

No.	Variables	Cronbach's Alpha	Remark
1	Empowerment Leadership	0.860	Reliable
2	Psychological Empowerment	0.874	Reliable
3	Intrinsic Motivation	0.859	Reliable

Source : Primary Data, 2019

Table 2 Descriptive Statistic

Variables	Mean	Standard Deviation	Correlation Coefficient		
			Empowerment Leadership	Psychological Empowerment	Intrinsic Motivation
Empowerment Leadership	4.15	0.457	-	0.418**	0.515**
Psychological Empowerment	3.96	0.562		-	0.423**
Intrinsic Motivation	4.09	0.618			-

Source : Primary Data, 2019 *) $p < 0.05$, **) $p < 0.01$ **Table 3 Result of Hypothesis Test**

Dependent Variables	Intrinsic Motivation			Psychological Empowerment		
Independent Variables	B	T	P	B	t	P
Stage I						
Empowerment Leadership	0.654	5.665	0.000			
R ²	0.427					
F	32.096					
Stage II						
Empowerment Leadership				0.727	6.941	0.000
R ²				0.528		
F				48.175		
Stage III						
Psychological Empowerment	0.673	5.962	0.000			
R ²	0.453					
F	35.549					
Stage IV						
Empowerment Leadership	0.163	2.221	0.032			
Psychological Empowerment	0.235	2.663	0.011			
R ²	0.510					
F	21.868					

Source : Primary Data, 2019

Table 4 Summary of Hypothesis Test Result

Hypothesis	Remark
Hypothesis 1: Empowerment leadership has a positive effect on intrinsic motivation.	Supported
Hypothesis 2: Psychological empowerment mediates the positive effect of empowerment leadership on intrinsic motivation.	Partial Supported

Source : Primary Data, 2019

5. Conclusion

The results of this study indicated that empowering leadership had a positive and a significant effect on intrinsic motivation. This means that the higher the empowerment leadership shown by the leadership to employees, the intrinsic motivation of employees would increase the more. In addition, the psychological empowerment model partially mediated the effect of empowering leadership on intrinsic motivation. The employees who felt psychologically empowered with some cognitions such as competence, self-determination, meaningfulness, and the effect would produce an intrinsic motivation on the employee to work optimally.

6. Suggestion

The results of this study are expected to be a comprehensible input for BKPSDM of Jeneponto regency in increasing the intrinsic motivation of the employee which supported by the empowering leadership aspect and the psychological empowerment felt by employees as well. The BKPSDM's department as the representation of the personnel management at Jeneponto Regency would be very much depends on the quality of the human resources on it. A reliable leadership role and a good coordination between employees and leaders in managing human resources of BKSPDM would be an example for other departments in managing an efficient and effective bureaucratic system.

Furthermore, the intrinsic motivation felt by employees after getting a strong psychological side would affect on employees on some aspects such as salaries, benefits, bonuses, and other facilities, but

would feel more responsible, happy with their work, and be enthusiastic to contribute optimally to the organization. The concept of empowering leadership which is still limited in the government bureaucracy is an opportunity to continue to be developed in responding to the challenges of bureaucratic management to be more open, democratic, efficient and effective.

As the afformentioned issues previously, the results of this study are expected to be the foundation for other departments in the practice of managing government bureaucracy. The BKPSDM of Jeneponto regency must provide more training opportunities in the form of leadership training, functional training and technical training for its employees as an effort to improve employee competency in work field. Things that must be improved on the attitude of the head of BKPSDM in empowering such as a more open pattern of communication and information on the performance of a leader, delegation of authority by providing opportunities for employees to represent leaders in a policy formulation forum together with other departments, cooperation forums with outside parties, regional and national forums that play a role in maximizing employee potential, hence the employees would be more confident in their abilities, increasing skills and confidence in work, and supporting the agendas, the system, and the organizational functions.

References

- Amundsen, S., & Martinsen, Ø. L. (2014). Empowering leadership : Construct clarification , conceptualization , and validation of a new scale. *The Leadership Quarterly*.
<https://doi.org/10.1016/j.leaqua.2013.11.009>.
- Anonim, Undang-Undang Republik Indonesia Nomor 43 Tahun 1999 Tentang Perubahan Atas Undang-undang Nomor 8 Tahun 1974 tentang Pokok-pokok Kepegawaian.
- Baron, R. M., dan Kenny, D. A. (1986). The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. *Journal of Personality and Social Psychology* , Vol 51: 1173-1182.
- Bass, B. M., dan Stogdill. (1990). *Bass and Stogdill's Handbook of Leadership* (3rd ed.). New York: Free press.
- BKPSDM. (2018) "Profil BKPSDM Kabupaten Jeneponto," Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kabupaten Jeneponto Sulawesi Selatan.
- Cooper, D. R., dan Schindler, P. S. (2014). *Business Research Methods*, 12th Edition. New York, NY: McGraw-Hill/Irwin.
- Eisenberger, R., Huntington, R., Hutchison, S., dan Sowa, D. (1986). Perceived Organizational Support. *Journal of Applied Psychology*, Vol 71(3): 500-507.
- Dysvik, A., dan Kuvaas, B. (2010). Exploring the Relative and Combined Influence of Mastery-Approach Goals and Work Intrinsic Motivation on Employee Turnover Intention. *Personnel Review* , Vol 39, No 5, 622-638.
- Meng, Y., Zou, L., He, J., dan Luo, C. (2015). Supervisors Leadership and Health Science Researchers Intrinsic Motivation The Mediate Role of Psychological Empowerment. *Nankat Business Review International*, Vol 6 No 1, 68-81.
- Ryan, R.M. dan Deci, E.L. (2002), "An overview of self-determination theory: an organismic- dialectical perspective", in Deci, E.L. and Ryan, R.M. (Eds), *Handbook of Self-determination Research*, The University of Rochester Press, Rochester, NY.
- Spreitzer, G. M. (1995). Psychological Empowerment in the Workplace: Dimensions, Measurement and Validation. *Academy of Management Journal* , Vol 38 No 5, 1442-1465.
- Saripudin and Rosari. (2019). Does spiritual leadership model enhance work engagement? Empirical evidence from an islamic hospital in yogyakarta. *Journal of Leadership in Organizations*. Vol. 1. No 2. 112- 133.
- Thomas, K. W dan Velthouse, B. A. (1990). Cognitive Elements of Empowerment: An "Interpretive" Model of Intrinsic Task Motivation. *The Academy of Management Review* , 666.
- Tung, H. dan Chang, Y. (2011). Effects of Empowering Leadership on Performance in Management Team Mediating Effects of Knowledge Sharing and Team Cohesion. *Journal of Chinese Human Resources Management* , Vol 2 No1, 43-60.
- Zhang, Xiaomeng dan Bartol, K. M (2010). Linking Empowering Leadership and

Employee Creativity: The Influence of Psychological Empowerment, Intrinsic Motivation, and Creative Process Engagement. *The Academy of Management Journal* , Vol 53 No1, 107-128.

Zhou, J., dan Shalley, C. E. 2003. Resesarch on Employee Creativity: A Critical Review and Direction for Future Research. In J. Martocchio (Ed.), *Research in Personnel and Human Resource Management*, 22: 165-217. Oxford, England: Elsevier.