

The Role of Empowerment, Commitment, Involvement Influences the Performance of Village Apparatus in Village Fund Management

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Abstract:- The purpose of this study is to determine the effect of empowerment, commitment, involvement on the performance of village officials in managing Village Funds (DD) in Wagir District, Malang Regency. The design of this study is causality design with a quantitative approach. The population in this study are 12 villages consisting of elements of the Head of the Village, the Secretary of the Village, the Treasure of the Village, the Chair of the Village Consultative (BPD), Chair of the Village Empowerment Institution (LPMD) in Wagir Sub-District Malang Regency, amounting to 60 people, the sample in this study using census with collection techniques data in the form of questionnaires and documentation data. The data analysis technique used in this study is multiple linear regression analysis techniques. The results of this study indicate that empowerment has a dominant influence on the performance of village officials in managing Village Funds, commitment and involvement have a significant effect on the performance of village officials in managing Village Funds in Wagir District, Malang Regency.

Keywords:- Village Apparatus Performance, Empowerment, Commitment, Engagement.

I. INTRODUCTION

Since the establishment of Law No. 6 of 2014 on Villages (President of the Republic of Indonesia, 2014) the state gave recognition back to the village, as a unity of the legal community that has the authority to organize and take care of its own village. To exercise that authority, the government and society have a complete status as a pillar that supports the development movement to achieve the vision of prosperity, equitable prosperity.

Four years of implementing the Village Law provides the experience of there are villages that have a movement of the rate of improvement of village development results. However, there are also few that leave problems.

A very important factor in an organization that is small or large is human resources. Having skills, thoughts, ideas, desires, feelings, educational background, status, age, and gender and when entering the organization can be optimized and utilized the potential that has for organizational purposes. With characteristic relationships and interactions, it will form patterns of behavior, lifestyle as well as work ethic that are all characteristic of the organization. This happens because of the influence of human resources themselves in carrying out their duties. The success and success of the organization can be seen from the work or performance of its employees who have carried out their duties along with the sense of responsibility imposed on it. One of the most important assets in the company is employees who can make a huge contribution to the company. Increasingly competitive competition encourages all companies or organizations to further improve their human resources because this improvement will maintain the company's existence and win competition in the market. Seeing that there are human resources that are very important, companies or organizations must be able to manage and use their human resources as best as possible in order to achieve the stated goal of the company or organization.

(P.C. Suryadewi et al., 2014) argue that employee empowerment can also increase employees' commitment to their company or organization. Lingga (2014), commitment by employees is defined as the stronger ability to recognize and involvement of individuals in an organization. According to Kreitner and [3] that commitment within the organization as a level to recognize the purpose of the company. Work attitude owned by a person and expected to also be able to show a willingness to work more vigorously in order to achieve the goals of the organization is the attitude of commitment. Thus a high commitment to employees, the employee will be involved in the work of a relatively strong organization.

Strong involvement in employees who are responsible and their duties to the organization will be able to improve the performance of those employees. Performance improvement is accompanied by high employee involvement as well as concern regarding work in order to get good work[4] In order to improve the progress of the organization to the maximum in

working, one of the internal factors is the high involvement of work in the individual by prioritizing work as a goal[5] decisions do not use involvement including lack of respect, lack of autonomy in work, management lack of support including feedback on performance then the involvement of apparatus significantly becomes low (Ratnasari, 2017). It demands that companies or organizations involve employees more in making decisions. Employee engagement is very closely related to performance. Employees need to be given the ability to provide suggestions and ideas so that the decisions made can make the performance to be improved and maximal in various ways (Septiadi, 2016). Performance itself (Hasibuan, 2011) argues that a person's level of proficiency, level of experience and level of seriousness in performing tasks given to him is a form of performance. If the three factors were high it would be the size of the employee's work. This study aims to analyze the influence of empowerment, commitment and involvement on the performance of village apparatus in village fund management.

II. LITERATURE REVIEW

A. Employee Empowerment

Employee empowerment is important, because in the face of an era of competition and service, every organization needs employees who are quickly responsive and independent so that the organization has a competitive advantage through its human resources. Empowerment by the company is used as a means to strengthen the capabilities and commitment of employees (N. P. D. Suryadewi & Surya, 2020). It is also in line with the opinion of Suwenti, et al (2017:667), that empowerment is used by companies as a means to strengthen the commitment of employees. Empowerment there are many differences put forward by experts. According to (Sari et al., 2012) stated that work empowerment is a process of enabling employees and delegating power in a work environment so as to make it easier for workers to work and have personal actions and behaviors that produce positive contributions to the mission of the organization. Meanwhile, empowerment in opinion (Kadarisman, 2012) is defined as an effort to give autonomy, trust of superiors to subordinates, and encourage them to be creative in order to complete their duties as best they can. Employees or employees are given the discretion to take actions that are deemed appropriate in order to serve customers, including handling their complaints.

(Princess & Ardana, 2016) stated that employee empowerment is a process of applying individual authority and responsibility at a lower level in the organizational hierarchy. Psychological empowerment as an increase in intrinsic motivation manifested into four cognitions, reflecting a person's orientation to the role of his work. [13] improve the performance of the organization and individuals can develop their talents in full".

There are several things that affect the empowerment of employees, among others employees are able to complete the work without any dependence on the leadership, employees *have the authority to carry out their duties*, the improvement of employee ability, the efficiency of time, energy and costs incurred by employees in completing the work. Employee

empowerment can be done by an instasi by looking at the condition of the employees and the problems faced by employees in their respective instasinya. [14] are two things that cause the need for empowerment. The first cause is because the external environment has changed so that it shifts the way it works with people within the organization. While the second cause is because the person himself does have to change.

B. Commitment

Organizational commitment is defined as a state in which employees favor a particular organization and its objectives and intend to maintain membership in that organization (Robbins & Coulter, 2002) organizational commitment is the level of trust and acceptance of labor towards the objectives of the organization and has a desire to remain within the organization which is ultimately illustrated in the statistics of absence and entry of labor (*turnover*). Whereas according to (Yusuf & Syarif, 2018) defines commitment as the willingness of social actors to give their energy and loyalty to the social system, the attachment of personality systems to social relationships, which are seen as expressive of self.

The commitment of the organization is the state of the member who further identifies it with the characteristics and objectives of the organization and maintains its membership in the organization. To that end, the organization's commitment is the level of individual willingness to maintain its membership because of their suitability and interest in the organization's goals and values (Robins, 2014) defining the organization's commitment as the level at which one recognizes the company and its goals. Organizational commitment is an important work attitude because people who are committed are expected to show a willingness to work harder to achieve the goals of the organization. Other opinions of Menezes (2009:172; Lizote et al, 2017:950) defines organizational commitment as a type of social bond formed between employees and organizations, consisting of an affective component of identification that affects a set of proactive behavioral intentions, participation, extra commitment and organizational defense.

(Susiawan & Muhid, 2015) Organizational commitment is defined as the degree of frequency of identification and the degree of individual attachment to a particular organisation reflected by characteristics: the presence of strong beliefs and acceptance of the values and objectives of the organization and the definite desire to maintain participation in the organization. Whereas according to (Oemar, 2013) that the commitment of the organization is kuatnay introduction and involvement of a person in a particular organization. This is characterized by three things: acceptance of the values and objectives of the organization, a willingness to work earnestly for the benefit of the organization, and a desire to maintain membership within the organization.

C. Involvement

In improving performance, there must be high employee involvement and care about their work in order to provide good performance results (Sendow et al., 2015). Work

engagement is one of the internal factors that need to be improved for the progress of the organization so that it can produce maximum work. Individuals with high levels of engagement will put the importance of work at the center of their lives (Yakup, 2017). Engagement is a positive attitude in which an individual goes above and beyond the call of duty, so as to increase the level of ownership, and to advance the business interests of the organization as a whole (Rachmawati, 2018). Employee engagement itself is a process to include employees at all levels of the organization in decision making and problem solving (Simon & Naftalia, 2016). Whereas according to (Meyer & Gagnè, 2008) employee engagement is a collection of individual elements towards the organization consisting of a positive view of the quality of work life (trait engagement), the attitude of employees of the company who feels synergistic or high-spirited (state engagement), and the attitude of employees of the company who feel related to the task given by the organization (behavioral engagement). Perrin's Global Workforce Study (2003; Markos & Sridevi, 2010:90) provides the definition that employees' willingness and ability to help their company succeed, in large part by providing discretionary efforts on an ongoing basis. According to research, engagement is influenced by many factors involving emotional and rational factors related to work and overall work experience, besides Saks (Albdour & Altarawneh, 2014) defines *employee engagement* as being a far away where an individual is attentive and absorbed in the performance of his role.

While employee engagement is not an attitude, but a condition for a company employee who is attentive and willingness to perform tasks with a light heart. Furthermore (Scott & McMullen, 2010) defines engagement as a feeling of purpose and energy focused on one person, evident in others in displaying personal initiative, adaptability, effort, and perseverance directed at the goals of the organization. Furthermore, Hewitt defines employee engagement is the energy, passion, "fire in the belly" employees have for their employees, so that they remain (the desire to be a member of the organization) say (talk positively about the organization) and strive (beyond what is minimally necessary) (Nayak et al., 2006).

Lack of involvement in decision making, awards, job autonomy, management support and feedback on performance were significantly attributed to low levels of work engagement (Bakker & Demerouti, 2008). This is in line with the opinion expressed by Swagaretha, et al (2016) that the achievement of organizational performance is not only fixated in achieving employee job satisfaction, but also can not be separated from employee work involvement. Furthermore ("PERFORMANCE OF VILLAGE GOVERNMENT APPARATUS IN IMPROVING PUBLIC SERVICES (Study In Sinsingon Village, East Passi District, Bolaang Mongondow Regency)," 2017) states that work involvement is the degree to which a person is psychologically impartial towards his work and considers his level of performance important for self-esteem. Meanwhile, according to (Afriani & Kasmiruddin, 2017) defines work engagement as the degree to which a person shows emotional or mental involvement with his work that is closely related to performance. When

employees are given the opportunity to contribute through ideas and suggestions in making a decision, which can improve the performance of employees involved in making optimal decisions viewed from a diverse point of view (Prabowo et al., 2018).

(Schaufeli & Bakker, 2004) said that employee engagement has several prodctors is the first job resources as a physical aspect. Psychological, social and organizational work among others is used to achieve goals and stimulate personal development. Robinson et al, (2004) in Arsawan and Wiraga (2012,:196) argue that the main drivers of employee attachment are the sense of value and feeling involved, which has components such as involvement in decision making, the extent to which employees feel able to voice their ideas, the opportunities employees have to develop their work and the extent to which the organization is concerned for the health and well-being of employees.

Furthermore, in preventing employee engagement, based on surveys, it is mentioned that communication is a top priority to lead employees to stimulate employee engagement. It is also as an information material for what is going on within the company. The oldest consulting organization in conducting employee engagement surveys. Gallup found that managers were key to working more involved in the company's activities.

The driving factor of employee engagement is a. Organizations, organizations can be the drivers of employee engagement, including organizational culture, vision and values embraced and brand of the organization, b. Management and Leadership, engagement is built through the process, it takes a long time and a high commitment from the leadership. and c. Working life, the comfort of working environment conditions are the trigger for the creation of employee involvement (Rusdin, 2013:54). Furthermore Vance (2006) in Arsawan and Wiraga (2012:197) explains the fact that employee involvement is closely related to manager practices. To explain ways of working that affect work performance and employee engagement.

Characteristics of employment, perception of organizational support, perception of leadership support, reward and recognition, fairness of procedures and distribution of justice are factors that can influence employee involvement (Saks in Mujiasih, 2015:43). Vance (2006) in Arsawan and Wiraga (2012:197) presents a performance model.

D. Performance

Performance is behavior that is in accordance with the objectives of the organization (Sudarmanto, 2009:9). Anwar (in Mazura et al, 2012:21) states that performance comes from work achievements or achievements achieved by a person in work. Simamora (Suprayitno and Sukir, 2007:27 in Untari and Wahyuati, 2014:4) performance is the achievement of the requirements provided with the results of work. Wirawan (in Zunaidah and Budiman, 2014:49) states performance is a profession at a certain time. Furthermore Vietzal Rivai in Eman et al, (2012:2) performance is the ability and skill of an employee in carrying out his duties with certain benchmarks

objectively carried out in stages. Meanwhile, according to Mangkunegara (in Zunaidah and Budiman, 2014:49) the performance of employees is the result of quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities given to them. Anggriawan et al, (2015:52) also gave the opinion that performance is the result of work both in quantity and quality achieved by employees within a certain period of time in their work duties in accordance with the responsibilities given to him. Rivai and Sagala (2009:549) state that performance is a function of ability and motivation. The work that can be achieved by a person in an organization, in accordance with the authority and responsibility given to achieve the objectives of an organization that does not violate the law in accordance with morals and ethics is the level of success of a person or in carrying out his work (Sinambela, 2012:5). In line with the above performance understandings, Supriadi (2012:33) also explained that what is meant by performance is reflecting the achievement of the organizational level.

Performance measurement by leaders in monitoring activities by comparing results with strategic goals and objectives. Performance measurement is not intended to provide reward or punishment, but to measure performance as a management communication tool in order to improve organizational performance (Sedarmayanti, 2010).

(Moeheriono, 2018) stated that performance measurement is a way of assessing the achievement of the work of an organization of each individual working within the organization. Measurement or evaluation of performance can be done how to compare the results achieved according to the standards of the objectives that must be achieved can also compare real work or tasks with the description of the job title or task done correctly and appropriately. Management tools used to improve the quality of decision making that accountability is a measurement of performance. The success and failure of performance measurement depends on the implementation of activities in accordance with the goals and objectives that have been set to realize the vision and mission of the organization (Sedarmayanti, 2010). According to Tohardi, factors that can affect employees' performance are their education, skills, work discipline, culture, and work ethic, management, income level, achievement opportunities, workload, work environment and technology (Suwondo & Sutanto, 2015).

E. Research Concept Framework

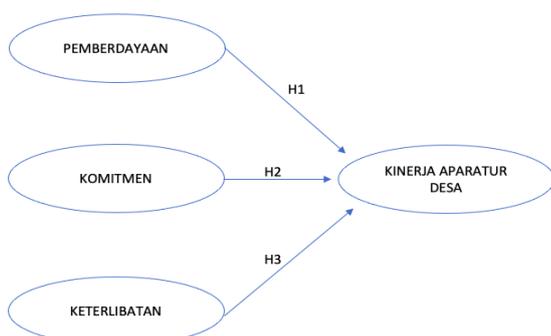


Fig. 1. Conceptual Framework of Research

F. Hypothesis

H1: There is an influence of Empowerment on the Performance of Village Apparatus in Village Fund Management.

H2: There is a commitment to the performance of village apparatus in village fund management.

H3: There is an influence of Involvement on the Performance of Village Apparatus in Village Fund Management.

III. METHOD

This research includes correlation research. Correlation research conducted by researchers to find out the level of relationship between two or more variables, without making changes, additions, or manipulation of existing data (Arikunto, 2010:4), as well as causality research design was compiled to examine the possibility of causality relationships between variables (Sanusi, 2017:14). This research was conducted to find out the influence of Empowerment, Commitment, and Employee Engagement on the Performance of Village Apparatus in Village Fund Management.

The population in this study were the Village Head, Village Secretary, Village Treasurer, Head of Village Consultative Agency, Chairman of Village Community Empowerment Institute in 12 villages in Wagir District, Malang Regency, numbering 60 village apparatus. Because of the relative population, all members of the population become objects of researchers, methods like this are taken with the census. Data analysis techniques use multiple analyses, to determine the effect of two or more free variables on one bound variable. This analysis is also useful to know the variables are free of one bound variable. This analysis is also useful to know which free variables have the most effect on bound variables.

IV. RESULTS AND DISCUSSIONS

A. Regression Analysis

To find out the influence of Social Media Marketing, Brand Equity and Destination Image to Visiting Interest is used regression model with the form of equations:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \epsilon$$

The results of regression can be seen in the following table:

TABLE I. REGRESSION EQUATION

Model	Standardized Coefficients	Q	Sig.
	Beta		
Empowerment (X1)	0,334	4,268	0,000
Commitment (X2)	0,230	2,547	0,014
Engagement (X3)	0,253	2,750	0,008
<i>Dependent</i>	Village Apparatus Performance		

Model	Standardized Coefficients	Q	Sig.
Beta			
Variables	(Y)		
Constant	0.992		
R	0.837		
R ₂	0,701		
R ₂ Adjusted	0,684		
F _{count}	43,662		
Probability	0,000		
Result	$Y = 0.992 + 0.334X_1 + 0.230X_2 + 0.253X_3 + e$		

Source: Processed Primary Data (2020)

Regression results showed that Empowerment (X1), Commitment (X2), and Engagement (X3) had a significant effect on village apparatus performance (Y), evidenced by a significantly smaller value than alpha (0.05) or (5%). The amount of R₂ or R_{square} in the Model Summary table is 0.701, this indicates that the contribution or contribution of X₁, X₂, and X₃ to Y is 70.1%, while the remaining 29.9% is the contribution of other variables not included in this study. Meanwhile, the value $e = \sqrt{1-0.701} = 0.546$

To find out if the regression model above is correct or wrong, a hypothesis test is required. Hypothesis test using the number F as the output result of regression model I obtained the result of calculating F 43,662 with a significant value of 0.000, this means $0.000 < 0.05$ then Ho is rejected and H1 received means there is a relationship between Empowerment, Commitment, and Involvement to the Performance of Village Apparatus in Managing Village Funds.

B. Discussion

A Furthermore, the test results of this research discussion are as follows:

The Influence of Empowerment on The Performance of Village Apparatus in Managing Village Funds

From the results of analysis that has been done with SPSS resulted empowerment affects the performance of village apparatus. Empowerment is carried out in order to provide results in accordance with the objectives and objectives of the performance of village officials in the management of village funds in Wagir District, Malang Regency. Empowerment is emphasized more on desire, trust, confidence, credibility, accountability, and communication.

(Margolang, 2018) revealing that empowerment contains an understanding of the need for flexibility to the individual to act and at the same time be responsible for his actions in accordance with the task he/she performs. The concept of empowerment also means that one will be able to behave independently and responsibly.

The results of this research are in line with research conducted by (Saputro, 2016) which states that the

empowerment of human resources has an influence on employee performance.

In the highest frequency of answers on empowerment variables, namely on communication indicators, the extent to which village officials in village fund management focus on communication rather than on the techniques and processes used. Then on the indicators of desire, confidence, confidence, credibility and accountability to the extent that village officials in the management of village funds in Wagir District Malang regency is expected to show carefulness, analysis and attention and build good communication.

The Influence of Commitment to the Performance of Village Apparatus in Managing Village Funds

From the results of analysis that has been done with SPSS resulted in an influential commitment to the performance of village apparatus. In any agency or organization must try to create a harmonious work commitment. Work commitment is not only the expectation of the management, but also the entire apparatus or employees in the agency / organization. A good work commitment will bring benefits to the organization or institution, including the emergence of morale and discipline of work as well as the good performance of the employees or apparatus. Commitment of adequate work and in accordance with the expectations of the village apparatus, it can be a spirit in working to provide the best contribution to the village apparatus in the management of village funds in The District Wagir Malang Regency. Concern, responsiveness to change, a sense of responsibility, loyalty, a spirit of self-development, and self-competence will be created if there is a good cooperative relationship between individuals from all elements of the organization by not looking subjectively and looking at various considerations in justice.

(Kusumaputri, 2018) express that the organization's commitment is the level of individual willingness to maintain its membership due to conformity and interest in the objectives and values of the organization.

The results of this research are in line with research conducted by Sapitri (2006) which stated that the organization's commitment has a positive and significant effect on employee performance, as well as research conducted by (Chairy, 2012) organizational commitment and empowerment has an important relationship to the performance and research carried out, also in line with research (Triatmanto, 2011) stated that commitment and sense of responsibility is the strongest indicator in shaping human resource empowerment variables.

From the result of the highest frequency of answers on the commitment variable that is affective commitment, with the level emotionally bound, know and engage in the organization and enjoy its membership in the organization, it will encourage the village apparatus to work better. Thus the implementation and the results of work obtained by employees will be better.

The Influence of Involvement in The Performance of Village Apparatus in Managing Village Funds

From the results of the analysis that has been done with SPSS resulted in an influential involvement on performance means the involvement of the organization is important because it has a close relationship with the performance of village apparatus. Village officials or employees who have good involvement tend to be better performance will also last longer in the place of apparatus or employees work. Realizing the importance of the involvement of village officials in the management of village funds, the involvement of the organization needs to be developed.

(Zurnali, 2010) the results of personal attributes such as knowledge, skills, abilities, temperament, personality, organizational context that includes leadership, physical and social arrangements of human resources arrangements and practices that secara directly affect the components of employees, processes, and context of employee work / performance, as for the indicators of work involvement it is work participation, participation, and cooperation. The results of this study are in line with research conducted by (Setyorini et al., 2012) stated the commitment of the organization, organizational culture and work involvement has a positive effect on employee performance.

From the result of the highest answer frequency on commitment variables, namely on indicators of work participation, with a high participation rate, it encourages the performance of village apparatus to work better. Thus the implementation and the work obtained by the village apparatus will be better.

V. CONCLUSION

From the analysis that has been done, it can be concluded that empowerment, commitment and involvement have a significant impact on the performance of village officials in the management of village funds. The Village Law positions the village as the spearhead of development and improving the welfare of the community. The village is given adequate authority and resources in order to manage its potential in order to improve the economy and welfare of the community. Every year the Central Government has budgeted a large enough village fund to be given to the village (Ministry of Finance of the Republic of Indonesia, 2017). In addition, the birth of Law No.6/2014 on villages has opened opportunities for villages to become independent and autonomous. The autonomy of the village is the autonomy of the village government in managing village finances. One of the programs provided by the current government is the provision of village funds with a proportion of 90:10. The purpose of this village fund is to improve the welfare of the villagers. However, in the implementation of the use of village funds is still felt ineffective because of the inadequate capacity and capability of the village government and has not been actively involved in the management of village funds. (Dewanta, 2004). In addition to the variables used in this study, it is necessary to look at the performance of other variables such as motivation, competence, leadership style and compensation as performed by (Permana et al., 2019).

In addition, it is necessary to note in the management of village funds is the empowerment of existing local economies so that village fund management can be balanced with existing economic statigis programs (Hidayatullah & SBW, 2011)(Aristanto et al., n.d.)[45]

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