

The Influence of Self Esteem, Empowerment, and Work Flexibility on Employee Performance at PT. PLN (Persero) UP3 Sukoharjo

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Abstract

This study aims to determine and analyze the effect of self esteem, empowerment, and work flexibility on the performance of employees of PT. PLN (Persero) UP3 Sukoharjo. Data in this study were taken using a quantitative approach with data collection through a questionnaire. This research uses primary data type and Likert scale as the measurement scale. Respondent in this research are all employees of PT. PLN (Persero) UP3 Sukoharjo with a total of 59 respondent. The method for the analysis of this human resources represent a pivotal asset that ought to be given due consideration was done by using multiple linear regression analysis with SPSS software. The results of this study indicate that self esteem, empowerment, and work flexibility affect employee performance partially and collectively. Empowerment has the largest beta coefficient variable (0,387), followed by self esteem (0,383) and work flexibility (0,230). The F-test shows the collectively influence of the variables of this study, with an F-statistic of 46,722 and a sig value of 0,000 indicating a positive and significant influence. The results of this study indicate the important role of self-esteem, empowerment, and work flexibility in improving employee performance. It is recommended for PT. PLN (Persero) UP3 Sukoharjo to focus on increasing self-esteem, empowerment, and work flexibility because this can improve overall employee performance.

Keywords : Self-esteem, empowerment, work flexibility, employee performance.

1. Introduction

Human resources represent a pivotal asset that ought to be given due consideration (Christian, Sakeru, Hermawan, & Triyonggo, 2019). Existing human resources must be managed and nurtured so that employees feel satisfied with their work and can contribute to the performance and progress of the company. In essence, every company endeavours to enhance the performance of its employees on a continuous basis to achieve its strategic objectives. The result of work or the level of success achieved by a worker in his field of work is called performance. This result can be seen directly from the output produced, both in quantity and quality (Widodo & Yandi, 2022). One way to find out how well an employee is performing in an organisation is to look at the level of self-esteem they have in completing their work.

Having confidence in decision-making is directly related to high levels of self-esteem. Employees with high levels of self-esteem will be more confident in making

decisions and solving problems at work, they will not be afraid to take risks and try new approaches. Conversely, employees with low self-esteem will hesitate to make decisions and feel inadequate, which can hinder their performance (Baumeister, Campbell, Krueger, & Vohs, 2003). The good level of self-esteem shows optimal performance as a form of pride in themselves (Sembiring & Sandra, 2021). However, there are still companies that pay less attention to the level of self-esteem of their employees.

In addition to self-esteem, by providing empowerment employees at all levels can utilize creative abilities to improve organizational performance and own working lives (Karakoc & Yilmaz, 2009). According to (Sembiring & Sandra, 2021), empowerment encompasses two issues that are very important in improving the performance of company employees, that is the concept of empowerment rooted in employee commitment and trust as a strategy in managing the company.

Work flexibility also plays a role in improving employee performance. According to (Sembiring & Sandra, 2021), the flexibility of informal remote work arrangements increases organisational commitment and employee satisfaction with employee performance. Work flexibility is a scheduling option that allows employees to choose when they want to start working, but within certain predetermined time constraints (Sembiring & Sandra, 2021).

PT. PLN (Persero) UP3 Sukoharjo is one of the PLN implementation units in the Sukoharjo Regency area of Central Java Province. Based on the pre-survey results, there are still employees who are not confident in making ideas so that employees find it difficult to make decisions and solve problems at work. This has an impact on employees creative abilities that are not conveyed effectively. In addition, there are still employees who feel unable to choose a workplace that is comfortable for them to work in. These factors can cause employee performance to decline.

It is evident that concerted endeavours are imperative in fostering self-esteem, empowerment, and work flexibility to enhance the performance of PT. PLN (Persero) UP3 Sukoharjo employees. Based on this explanation, this research aims to test whether self-esteem, empowerment, and work flexibility partially and collectively affect the performance of PT PLN (Persero) UP3 Sukoharjo employees.

This research assists PT PLN (Persero) UP3 Sukoharjo in the development of more effective employee management strategies, the improvement of performance, and the provision of a foundation for future research.

2. Research Method

This study aims to examine the partial and collectively influences of self-esteem, empowerment, and work flexibility on employee performance at PT. PLN (Persero)

UP3 Sukoharjo. This study uses 4 variables where 1 is the dependent variable (employee performance) and 3 independent variables (self-esteem, empowerment, and work flexibility). Each variable is measured by indicators. The indicators of employee performance are 5 indicators derived from (Kakerissa & Maitimu, 2020). The self-esteem variable is derived from (Sembiring & Sandra, 2021) comprises of five indicators. The empowerment indicator is derived from (Sembiring & Sandra, 2021) comprising four indicators. The work flexibility indicators are sourced from (Carlson, Grzywacz, & Michele Kacmar, 2010) encompassing of three indicators.

The research population comprises all employees of PT. PLN (Persero) UP3 Sukoharjo with a total of 59 individuals, the entire population will be sampled (saturated sampling). The data collected in this study will be quantitative approach with data collection utilising a questionnaire. This research uses primary data type and Likert scale as the measurement scale.

This research instrument test employs validity and reliability tests. In this study, the validity was tested using the Pearson Correlation method with the criteria that an item is declared valid if the correlation coefficient value is significant at the probability level (Sig.) < 0,05. When the Cronbach Alpha value for an instrument is < 0.70, the instrument is considered reliable. This study uses SPSS software in analysing data and uses multiple linear regression analysis methods. To prove the hypothesis, multiple linear regression analysis can be carried out using the formula below:

$$Y = a + b1X1 + b2X2 + b3X3 + e$$

In which Y is the employee performance, α is a constant, b1 is the regression coefficient 1, b2 is the regression coefficient 2, b3 is the regression coefficient 3, X1 is the self-esteem, X2 is the empowerment, X3 is the work flexibility, and e is the epsilon.

3. Results and Discussion

3.1 Instrument Test Results

Table 1. Validity Test Results

Variabel	Item	R Count	Sig.	Validity
Self-esteem	x1.1.1	0.702**	0.000	Valid
	x1.1.2	0.665**	0.000	Valid
	x1.1.3	0.717**	0.000	Valid
	x1.2.1	0.556**	0.000	Valid
	x1.2.2	0.572**	0.000	Valid
	x1.2.3	0.684**	0.000	Valid
	x1.3.1	0.645**	0.000	Valid
	x1.3.2	0.635**	0.000	Valid
	x1.3.3	0.594**	0.000	Valid
	x1.4.1	0.597**	0.000	Valid
	x1.4.2	0.596**	0.000	Valid
	x1.5.1	0.572**	0.000	Valid
	x1.5.2	0.583**	0.000	Valid
Empowerment	x2.1.1	0.663**	0.000	Valid

	x2.1.2	0.608**	0.000	Valid
	x2.1.3	0.457**	0.000	Valid
	x2.2.1	0.683**	0.000	Valid
	x2.2.2	0.607**	0.000	Valid
	x2.2.3	0.639**	0.000	Valid
	x2.3.1	0.608**	0.000	Valid
	x2.3.2	0.514**	0.000	Valid
	x2.3.3	0.410**	0.001	Valid
	x2.4.1	0.513**	0.000	Valid
	x2.4.2	0.667**	0.000	Valid
	x2.4.3	0.690**	0.000	Valid
Work Flexibility	x3.1.1	0.737**	0.000	Valid
	x3.1.2	0.702**	0.000	Valid
	x3.2.1	0.636**	0.000	Valid
	x3.2.2	0.719**	0.000	Valid
	x3.3.1	0.671**	0.000	Valid
	x3.3.2	0.761**	0.000	Valid
Employee Performance	y1.1.1	0.596**	0.000	Valid
	y1.1.2	0.630**	0.000	Valid
	y1.1.3	0.622**	0.000	Valid
	y1.2.1	0.645**	0.000	Valid
	y1.2.2	0.712**	0.000	Valid
	y1.3.1	0.552**	0.000	Valid
	y1.3.2	0.591**	0.000	Valid
	y1.4.1	0.658**	0.000	Valid
	y1.4.2	0.721**	0.000	Valid
	y1.5.1	0.602**	0.000	Valid
	y1.5.2	0.663**	0.000	Valid

Source: Processed by researchers using SPSS software (2024)

The results of the validity test of all instruments for the Self-Esteem (X1), Empowerment (X2), Work Flexibility (X3), and Employee Performance (Y) variables meet the required correlation coefficient value at the probability level (Sig.) < 0,05. The Self-Esteem variable (X1) shows that all items have a correlation coefficient between 0,556 and 0,717, with all significant values at the 0,000 level. The Empowerment variable (X2) shows similar results, with correlation coefficient values ranging from 0,410 to 0,690 and significant values at the 0,000 to 0,001 level. The Work Flexibility variable (X3) shows similar results, with correlation coefficient values ranging from 0,636 to 0,761 and all significant values at the 0,000 level. The Employee Performance Variable (Y) shows similar results, with correlation coefficient values ranging from 0,552 to 0,721 and all values are significant at the 0,000 level. Thus, all instruments used for the four research variables show significant correlation values and have been proven valid so that they are suitable for further analysis.

Table 2. Reliability Test Results

Variabel	Cronbach Alpha	Reliability
Self-esteem	0.867	Reliabel
Empowerment	0.829	Reliabel
Work Flexibility	0.796	Reliabel
Employee Performance	0.852	Reliabel

Source: Processed by researchers using SPSS software (2024)

Table 2. shows the results of the reliability test, it is known that all variables in the statement are declared reliable because they have reached the required value, specifically the Cronbach Alpha value > 0,70.

3.2 Quantitative Analysis Results

Table 3. Multiple Linear Regression Test Results and t Test Results

		Coefficients ^a					
Model		Unstandardized		Standardized		t	Sig.
		Coefficients		Coefficients			
		B	Std. Error	Beta			
1	(Constant)	.296	.350			.844	.402
	Self-esteem	.323	.124	.312		2.616	.011
	Empowerment	.387	.154	.351		2.510	.015
	Work Flexibility	.230	.096	.267		2.383	.021

a. Dependent Variable: Employee Performance

Source: Processed by researchers using SPSS software (2024)

The multiple linear regression test results in Table 3. are explained as follows:

$$Y = 0.296 + 0.323 X_1 + 0.387 X_2 + 0.230 X_3$$

3.2.1 Constant

The constant value obtained is 0,296. This indicates that if the variables of self-esteem, empowerment and work flexibility are equal to 0 (the constant), employee performance is 0,296.

3.2.1.1 Regression Coefficient of Self Esteem

The regression coefficient of self-esteem has a positive value of 0,323. This means that when self-esteem increases, employee performance increases and conversely, when self-esteem decreases, employee performance decreases.

3.2.1.2 Regression Coefficient of Empowerment

The regression coefficient of empowerment has a positive value of 0,387. This means that when empowerment increases, employee performance increases and conversely, when empowerment decreases, employee performance decreases.

3.2.1.3 Regression Coefficient of Work Flexibility

The regression coefficient of work flexibility has a positive value of 0,230. This means that when work flexibility increases, employee performance increases and conversely, when work flexibility decreases, employee performance decreases.

The t test results in Table 3. are explained as follows:

The t test results show that the Self Esteem (X1) variable has a significant effect because the p value is 0.011 which is smaller than 0.05. This is reinforced by the t value of 2.616 which is greater than the t table of 2.004. Thus, there is a positive and statistically significant influence between Self Esteem (X1) and Employee Performance (Y). Although (Prasetyono, Indriasih, & Hanfan, 2023) found different results, the findings of this study are consistent with other studies by (Langi, Tewal, & Dotulong, 2022), (Sembiring & Sandra, 2021), and (Husain & Santoso, 2023).

With a calculated t value of 2,510 > t table value of 2,004, the t test results show that Empowerment (X2) has a significant influence which is supported by a p value of 0,015 < 0,05. Thus, there is a positive and statistically significant influence between Empowerment (X2) and Employee Performance (Y). The results of these findings differ from research conducted by (Atikha et al., 2024), but consistent with another research by (Setyani, Singgih, & Azizah, 2022) and (Mongdong, 2021).

The t test results show that there is a significant influence between Work Flexibility (X3) and Employee Performance (Y), because the p value is 0,021 > 0,05 and the t value is 2,383 > 2,028 t table. The results showed that Work Flexibility (X3) has a positive and statistically significant influence on Employee Performance (Y). This finding is the same as previous research conducted by (Findriyani & Parmin, 2021), (Rosyidah et al., 2024), and (Pramesti, Nurhidayah, & Priyono, 2022). But different from research conducted by (Siskayanti & Sanica, 2022).

Table 4. F Test Results

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.694	3	3.231	46.722	.000 ^b
	Residual	3.804	55	.069		
	Total	13.498	58			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Self Esteem, Empowerment, Work Flexibility

Source: Processed by researchers using SPSS software (2024)

Self Esteem (X1), Empowerment (X2), and Work Flexibility (X3) together have an influence on Employee Performance (Y), based on the results of the F test or ANOVA

test, with the acquisition of an F-statistic of 46,722 and a significant 0,000. The F-statistic of $46,722 > 2.769$ and the significant level of $0,000 < 0,05$, both of which state that it is significant. The results showed that the performance of PT. PLN (Persero) UP3 Sukoharjo employees was positively and significantly influenced by Self Esteem, Empowerment, and Work Flexibility.

Table 5. Coefficient of Determination Test Results (R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.847 ^a	.718	.703	.26298

a. Predictors: (Constant), Self Esteem, Empowerment, Work Flexibility

Source: Processed by researchers using SPSS software (2024)

Table 5. shows that with a coefficient of determination (Adj R Square) of 0.703, self-esteem, empowerment, and work flexibility variables have a good ability to explain employee performance variables by 70,3%. While other variables that are not explained in this study are the remaining 29,7%.

4. Conclusion

This study confirms that self-esteem, empowerment and work flexibility partially and collectively affect employee performance. The t-test results show that each variable has a positive and significant partial influence on performance. Empowerment has the largest beta coefficient variable (0,387), followed by self-esteem (0,383) and work flexibility (0,230). The F-test shows the collectively influence of the variables of this study, with an F-statistic of 46,722 and a sig value of 0,000 indicating a positive and significant influence. This research is consistent with previous research that highlights the role of self-esteem, empowerment, and work flexibility in improving employee performance. Therefore, it is recommended for PT. PLN (Persero) UP3 Sukoharjo to focus on increasing self-esteem, empowerment, and work flexibility, because this can improve overall employee performance. In addition, it is imperative for PT. PLN (Persero) UP3 Sukoharjo to consider additional factors that contribute to enhancing employee performance.

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