



THE INFLUENCE OF RESOURCE EMPOWERMENT MANAGEMENT HUMAN TO EMPLOYEE PERFORMANCE AT BANDUNG REGENCY PUBLIC WORKS OFFICE

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Abstract

This research is based on the existence of a problem of low employee performance in the Public Works Office of Bandung City. The purpose of this study is to find, develop and apply data and information about the influence of Human Resources Empowerment on Employee Performance in the Public Works Office of Bandung City. Researchers used a quantitative approach using associative research type. Data collection techniques using the method of observation, interviews and distributing questionnaires using saturated sampling techniques which were distributed to 31 respondents and literature studies. The results show that Empowerment of Human Resources had an effect on the performance of the employees of the Bandung Public Works Office, while 51.3% came from other variables. undefined. The results of interviews and observations show that there is an adequate influence between the empowerment of human resources on performance.

Keywords: empowerment management; human resources; employee performance; public works office

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INTRODUCTION

An organization, especially a public organization, has a duty to provide services to the community. In the organization, human resources as the main driver who will carry out all activities in the organization, hereby provide an explanation that human resources are a very important element that must be considered. The goals to be achieved, the plans that must be realized, the strategies that will be implemented, the work programs that must be implemented, and the decisions to be implemented, all require harmonious relationships and cooperation between individuals, both superiors and subordinates. Whether or not an organization is effective depends on human resources, in this case "employees" must be able to perform tasks and responsibilities in managing other resources in the organization.

Human resources in every organization, both public and private, are the main resources, in addition to various other resources. This is because humans are the main actors who will move the various resources in question. Although supported by facilities and infrastructure as well as excess sources of funds, but without the support of reliable human resources, organizational activities will not be realized properly. As the main key, human resources will determine the success of the implementation of organizational activities. Organizational demands to acquire, develop, and maintain quality human resources are increasingly urgent in accordance with the ever-changing dynamics of the environment. Change is a phenomenon that is impossible to avoid, but how human resources can take advantage of change for the benefit of the organization and its members.

Human resource empowerment management is an activity carried out so that human resources in the organization can be used to achieve various organizational goals. Human resource empowerment management is a practical and productive way to get the best out of leaders and staff. This can be done through education, training, mutation and even promotion. This method is done with or without looking at the organizational structure, besides the purpose of empowerment management itself is to provide encouragement, motivation and abilities so that human resources can be developed for the benefit of agencies related to the performance of the apparatus in carrying out their work duties.

Performance means the work results that can be displayed or the appearance of an employee's work. The performance of an employee can be measured from the results of work, the results of tasks, or the results of activities within a certain period of time. High employee performance will support organizational productivity and organizational leaders should always pay attention to improving the work of their members for the progress of the organization. It is appropriate that an organization must have good human resources in it, as well as the Bandung Regency Public Works Office which tries to manage human resources in it to match what is needed at this time. The success of an organization is very closely related to the quality of the performance of its members and the organization is required to always develop and improve the performance of its employees.

Based on the exploration conducted by researchers at the Bandung Regency Public Works Office, it turns out that there are still problems regarding the performance of pegawai, this can be seen from the following indicators 1. Initiative is still less visible than employees who have not taken the initiative in themselves. This can be seen from the fact that there are still employees who are not doing activities still playing mobile phones, should be able to do something in carrying out their duties without being ordered by superiors. 2. Competence is still low, related to the ability of employees to complete work in accordance with the main tasks and functions set. This can be seen from the General Subsection which is considered difficult to obtain data and information needed by researchers, such as LAKIP, even though in its TUPOKSI it has been stated that the general subsection must provide transparent information services to the public.

Based on the above problems, researchers suspect that the lack of human resource empowerment management at the Bandung Regency Public Works Office, this can be seen from: 1. Desire is still low, seen from employees who lack desire to develop themselves, this can be seen when employees who are not busy and just silent, do not have the desire to identify problems that are developing. 2. Credibility is still low, the level in the organization is still low, one evidence is that employees are less trustworthy in completing tasks given by leaders who are suspected of making the tasks given often not on time in completion. Based on the background of the study, the researcher identified the problem, as follows: 1. How much influence does human resource empowerment management have on the performance of employees at the Bandung Regency Public Works Office? 2. What factors are obstacles in the implementation of human resource empowerment management on the performance of employees at the Bandung Regency Public Works Office? 3. What efforts are made to overcome obstacles in the implementation of human resource empowerment management on the performance of employees at the Bandung Regency Public Works Office?

METHOD

The type of research used by researchers is an associative research method using quantitative analysis. Variable In accordance with the title of the research chosen by the researcher, namely the Effect of Human Resource Empowerment Management on Employee Performance at the Bandung Regency Public Works Office. so the researcher grouped the variables used in this study into independent variables (X) and dependent variables (Y). The population of the study that the researchers conducted was employees at the Bandung Regency Public Works Office which amounted to 32 people. The sample is part of the number and characteristics possessed by that population. If the population is large, and the researcher is unlikely to study everything in the population, for example due to limited funds, energy and time, then the researcher uses samples taken from that population. What is learned from that sample, the conclusions will be applicable to the population. For this reason, samples taken from the population must be truly representative. The data collection techniques used in this study are Literature Study and Field Study. The results of the questionnaire answers distributed to respondents are data that is then processed into information. The process of processing data through the editing phase is collecting. Checking the data from questionnaires, interviews, whether or not there are filling errors, recording errors or looking for signs. Data analysis used by researchers for data processing is to use Pearson Product Moment correlation analysis to test the validity of the data. The reliability test shows the understanding that an instrument is quite reliably used as a data collection tool because the instrument is good, a good instrument will not be tendentious to lead respondents to choose certain answers. Reliable means trusted, trustworthy, so reliable. A reliable instrument will produce reliable data as well. The correct data is in accordance with reality, so even several times taken will still be the same.

RESULTS

The results of this study is that researchers analyze the results of observations that researchers observe when conducting research at the Bandung Regency Public Works Office, the results of interviews conducted with resource persons who understand the conditions that exist at the Bandung Regency Public Works Office, the results of the questionnaire are first scored on each statement according to the answers that have been filled in by respondents and the last analysis results from Researchers who concluded from the results of observations, interviews and questionnaires. This analysis is based on indicators from human resource empowerment management variables (X) and employee performance variables (Y) which are used as statement items in the questionnaire.

Qualitative analysis in this case the researcher will discuss the effect of human resource empowerment management on employee performance at the Bandung Regency Public Works Office. Based on the results of observations, interviews and questionnaire analysis on 31 employees of the Bandung Regency Public Works Office and interviews conducted with resource persons who understand the conditions in the Bandung Regency Public Works office as follows:

Based on the observations that researchers make about the analysis of developing problems, that employees are less developed in analyzing problems that exist in the organization. Based on the results of an interview with the Correspondence Administration Division of the Bandung Regency Public Works Office, it was explained that employees are always given the opportunity to identify problems that are developing, both inside and outside problems, for example, public complaints can be done in two ways, namely through letters and media such as street lights out or potholes. From these community complaints, employees can always identify any existing problems. The results of the questionnaire showed, that of the 31 respondents who answered strongly agreed there were 6 people (19%) and agreed there were 22 people (71%) which means that the leadership always provides opportunities to identify problems that are developing, and there are also respondents who answer without opinions as many as 2 people (6%) and disagree 1 person (3%). Therefore, 71% of respondents agreed with the statements submitted by researchers regarding opportunity items to identify developing problems.

Based on the observations made by researchers about the creation of new perspectives, that employees do not create new perspectives in developing their work Based on the results of an interview with the Correspondence Administration Division of the Bandung Regency Public Works Office , it was explained that employees in creating new perspectives in developing their work already have a number according to the rules of the ministry and from the city government or local regulations in accordance with the capabilities of their respective human resources. The results of the questionnaire showed, that of the 31 respondents who answered strongly agreed there were 5 people (16%) and agreed there were 23 people (74%) which means that employees always create new perspectives in developing their work, and there are also respondents who answered without opinions as many as 3 people (10%). Therefore, 74% of respondents agreed with the statements submitted by researchers regarding items encouraging the creation of new perspectives in developing work. Based on the results of observations, interviews and questionnaires, the researcher analyzed that the analysis of developing problems and the creation of new perspectives at the Bandung Regency Public Works Office had not run well. This can be seen from public complaints that are not responded well by employees and the lack of innovation from employees in completing work. This is because the many rules applied make it difficult for employees to make breakthroughs and lack of support from superiors. The effort that can be done is to give confidence in the potential of employees to feel valued.

Based on the observations made by researchers regarding training items, that employees have received training in one year 2 times to support employee needs. Based on the results of an interview with the Correspondence Administration Division of the Bandung Regency Public Works Office, it was explained that for rare training for each agency or skpd, the training has been recorded by the central BKPP, any training then the investarisir wants to propose about any training or program from the BKPP as we just followed. If there is less expertise, you can invite external speakers. The results of the questionnaire showed that of the 31 respondents who answered strongly agreed there were 10 people (32%) and agreed there were 20 people (65%) which means there is training to support employee needs, and there were also respondents who answered without an opinion as much as 1 person (3%). Therefore, 65% of respondents agreed with the statement submitted by the researcher regarding the item of training to support employee needs.

Based on the observations that researchers made about providing access to information, that leaders have provided access to information needed by employees. Based on the results of an interview with the Correspondence Administration Department of the Bandung Regency Public Works office, it was explained that information for employees can contact their staff, or because now it is the era of information technology can be conveyed through social media and can be directly when in the office. The results of the questionnaire showed that of the 31 respondents who answered strongly agreed there were 6 people (19%) and agreed there were 23 people (74%) which means that leaders provide access to information, and there were also respondents who answered

without an opinion as much as 1 person (3%) and disagreed 1 person (3%). Therefore, 74% of respondents agree with the statements submitted by researchers regarding items providing access to information. Based on the results of observations, interviews and questionnaires, researchers analyzed that the training and providing access to information at the Bandung Regency Public Works Office had gone well. This can be seen from the training that is carried out regularly twice a year to support employees and access to adequate information in supporting the work carried out by employees.

Based on the observations that researchers made about exploring ideas from employees, that leaders always accept ideas and suggestions given by employees to advance the organization. Based on the results of an interview with the Correspondence Administration Division of the Bandung Regency Public Works Office, it was explained that the ideas and suggestions are the work of each individual's thoughts, if the ideas and suggestions are in accordance with operational standards then we do it, if the ideas or suggestions from employees are wrong or not in accordance with the rules we do not implement them. The results of the questionnaire showed, that of the 31 respondents who answered strongly agreed there were 9 people (29%) and agreed there were 20 people (65%) which means that leaders always seek ideas and suggestions from employees, and there are also respondents who answer without opinions as many as 2 people (6%). Therefore, 65% of respondents agreed with the statements submitted by researchers regarding the item of extracting ideas and suggestions from employees.

Based on the observations that researchers made about delegating tasks, that leaders have given confidence in important tasks in accordance with the abilities of their employees. Based on the results of an interview with the Correspondence Administration Division of the Bandung Regency Public Works Office, it was explained that the leader had given important job confidence to his employees because the leader believed in the ability of employees. The results of the questionnaire showed that of the 31 respondents who answered strongly agreed there were 5 people (16%) and agreed there were 26 people (84%) which means that leaders always delegate important tasks for employees. Therefore, 84% of respondents agree with the statement submitted by researchers regarding items delegated tasks that are important to employees. Based on observations, interviews and questionnaires, researchers analyzed that exploring ideas from employees and delegating tasks at the Bandung Regency Public Works Office had gone well. This can be seen from leaders who always listen to ideas and suggestions from employees, and give confidence to employees to complete work according to the abilities of their employees.

Based on the observations made by researchers about employees as strategic partners, that leaders do not only consider employees as subordinates, but as strategic partners. Based on the results of interviews with the Correspondence Administration Department of the Bandung Regency Public Works Office, it is explained that all employees are seen as strategic partners, both from superiors and subordinates are already good partners, if there is no good communication, without clear coordination, it will not work well, because their duties are clear. The results of the questionnaire above showed, that of the 31 respondents who answered strongly agreed there were 12 people (39%) and agreed there were 15 people (48%) which means that leaders view employees as strategic partners, and there are also respondents who answered without opinions as many as 4 people (13%). Therefore, 48% of respondents agreed with the statement submitted by researchers regarding items that view employees as strategic partners.

Based on the observations made by researchers regarding increasing targets at all levels of work, that employees have been able to increase the targets of the work that has been given by the leader in repairing which roads should be prioritized first. Based on the results of an interview with the Correspondence Administration Division of the Bandung Regency Public Works Office, it was explained that if the problem of the target set is clear, for example, for the current target, which road construction is prioritized according to the direction and guidance of the leader that must be done is in accordance with the target. The results of the questionnaire showed, that of the 31 respondents who answered strongly agreed there were 11 people (35%) and agreed there were 18 people (58%) which means that employees always increase targets in all parts of the work level, and there were also respondents who answered without opinion as many as 2 people (6%). Therefore, 58% of respondents agreed with the statement submitted by the researcher regarding the target improvement items in all parts of the work level. Based on observations, interviews and questionnaires, the researcher analyzed that regarding employees as strategic partners and increasing targets at all levels in the Bandung Regency Public Works Office has gone quite well even though there are still obstacles to the level of leadership trust in employees that is still low. This is due to employees who are slow and slow in responding to orders. Efforts that can be done are to increase competence and awareness from within employees so that they always respond.

Based on the observations made by researchers regarding training as an evaluation of employee performance, the Bandung Regency Public Works Office has provided training for employees who have less than optimal performance and low competence to evaluate employee performance. Based on the results of an interview with the Correspondence Administration Division of the Bandung Regency Public Works Office, it was explained that in evaluating employee performance, there used to be a DP3 (List of Work Implementation Assessments),

if now SKP (Employee Performance Targets) daily fill out e-RK, which is an application that must be filled out by civil servants every working day. What is done today is in accordance with their respective tasks. The results of the questionnaire above showed, that of the 31 respondents who answered strongly agreed there were 9 people (29%) and agreed there were 19 people (61%) which means that leaders use the training path in evaluating employee performance, and there are also respondents who answered without opinion as many as 2 people (6%) and disagreed 1 person (3%). Therefore, 61% of respondents agreed with the statement submitted by researchers regarding the item of using training paths in evaluating employee performance.

Based on the observations that researchers made about providing clear tasks and measures, that leaders have given clear tasks based on the ability of their employees. Based on the results of an interview with the Correspondence Administration Division of the Bandung Regency Public Works Office, it was explained that for the provision of clear tasks and clear measures, it is certain, if the work and tasks are given to non-experts, the work will not be directed, it will not be completed because it is not in accordance with their abilities and skills. The results of the questionnaire above showed, that of the 31 respondents who answered strongly agreed there were 9 people (29%) and agreed there were 20 people (65%) which means that the leader gave clear tasks and clear measures, and there were also respondents who answered without an opinion as much as 1 person (3%) and disagreed 1 person (3%). Therefore, 65% of respondents agree with the statement submitted by the researcher regarding the item, providing a clear task and a clear measure. Based on the results of observations, interviews and questionnaires, the researcher analyzed that training as a performance evaluation and providing clear tasks and measures at the Bandung Regency Public Works Office had gone well. This can be seen from the training of employees who have not optimal performance and low competence to evaluate employee performance and leaders have given clear tasks and measures based on the ability of their employees.

Based on the observations that researchers made about open communication, that employees here can be said to be open in delivering and providing data and information related to work to fellow employees and with leaders. Based on the results of an interview with the Correspondence Administration Division of the Bandung Regency Public Works Office, it is explained that employees here are always required to be able to provide data or information that is in accordance with the actual or transparent situation so that there is no miscommunication between fellow employees and with the leadership. The results of the questionnaire showed, that of the 31 respondents who answered strongly agreed there were 9 people (29%) and agreed there were 19 people (61%) which means that employees set a policy of open communication doors between employees, and there were also respondents who answered without opinions as many as 2 people (6%) and disagreed with 1 person (3%). Therefore, 61% of respondents agreed with the statement submitted by the researcher regarding the item of establishing an open communication door policy.

Based on the observations made by researchers regarding opportunities to get training, the Bandung Regency Public Works Office has provided training to employees so that employees can improve their performance. Based on the results of an interview with the Correspondence Administration Division of the Bandung Regency Public Works Office, it was explained that all employees had the opportunity to get training, if assigned to the field or construction section, it was more detailed that there should be training first, if the knowledge was lacking in training again. The results of the questionnaire showed, that of the 31 respondents who answered strongly agreed there were 7 people (23%) and agreed there were 21 people (68%) which means that each employee creates opportunities to get training, and there are also respondents who answered without opinions as many as 3 people (10%). Therefore, 68% of respondents agreed with the statement submitted by researchers regarding the item of creating opportunities to get training. Based on the results of observations, interviews and questionnaires, the researchers analyzed that open communication and opportunities to get training at the Bandung Regency Public Works Office had gone well. This can be seen from all employees who have been open in delivering data and information related to work to fellow employees and with the leadership.

DISCUSSION

Based on the observations made by researchers that, employees are already responsible for the work they do. Thus the quality of employee work is good. Based on the results of an interview with the Correspondence Administration Division of the Bandung Regency Public Works Office, it was explained that all average employees were responsible for the tasks carried out, the tasks given by the leadership in accordance with the tupoksinya were carried out all starting from inputs, processes, outputs (what results) and outcomes. The results of the questionnaire showed, that of the 31 respondents who answered strongly agreed there were 14 people (45%) and agreed there were 16 people (52%) which means that employees are always responsible for the work done, and there were also respondents who answered without opinion as much as 1 person (3%). Therefore, 52% of respondents agreed with the statement submitted by the researcher regarding the item of responsibility for the task at hand.

Based on the observations made by researchers that, employees here can be said to be quite thorough in carrying out their work, so that the quality of employee work becomes better. Based on the results of an interview with the Correspondence Administration Division of the Bandung Regency Public Works Office, it was explained that accuracy in work is something that must be considered by all employees, according to what is assigned by the leader and in accordance with the abilities carried by their employees. The results of the questionnaire showed, that of the 31 respondents who answered strongly agreed there were 18 people (58%) and agreed there were 12 people (39%) which means that accuracy is needed by employees for maximum results, and there were also respondents who answered without an opinion as much as 1 person (3%). Therefore, 58% of respondents agreed with the statements submitted by researchers regarding conscientious items in work. Based on the results of observations, interviews and questionnaires, the researchers analyzed that the responsibility and accuracy in working employees of the Bandung Regency Public Works Office had gone well. This is characterized by the awareness possessed by employees of the responsibilities carried out and accuracy in making good documents, although there are still some mistakes, but this is understandable because it is a human error.

Based on the observations made by researchers that employees of the Public Works Office have been able to do the work given by the leadership in accordance with the predetermined time and established guidelines. Based on the results of an interview with the Correspondence Administration Division of the Bandung Regency Public Works Office, it was explained that so far all work in accordance with the tupoksi must be completed like physical work, if the goods are there, they will be carried out in accordance with existing guidelines and as much as possible on time in their completion. The results of the questionnaire above showed, that of the 31 respondents who answered strongly agreed there were 15 people (48%) and agreed there were 12 people (39%) which means employees completed tasks correctly and appropriately, and there were also respondents who answered without opinions as many as 3 people (10%) and disagreed with 1 person (3%). Therefore, 48% of respondents agreed with the statement submitted by the researcher regarding the item of carrying out tasks on time according to the guidelines.

Based on the observations made by researchers that, employees have entered the office according to the predetermined time, because absentees at the Public Works Office have used fingerprints. Based on the results of an interview with the Correspondence Administration Division of the Bandung Regency Public Works Office, it was explained that so far the discipline of employees has been quite good, because absenteeism here has been electric so it cannot avoid where to go, because the tasks given are also clear, so I think employee discipline is good. The results of the questionnaire showed, that of the 31 respondents who answered strongly agreed there were 12 people (39%) and agreed there were 17 people (55%) which means that the work discipline possessed by employees affects the work results of employees, and there were also respondents who answered without opinion as much as 1 person (3%) and disagreed with 1 person (3%). Therefore, 55% of respondents agreed with the statement submitted by the researcher regarding disciplinary items at work. Based on the results of observations, interviews and questionnaires, researchers analyzed that carrying out tasks on time and work discipline had run optimally. This is indicated by the level of attendance or attendance from employees of the Bandung Regency Public Works Office is good because they have used fingerprints and the target time for completing the work given can be met by employees.

Based on the observations made by researchers that employees still lack initiative and are not able to solve problems related to tasks or work given by the leadership. Based on the results of an interview with the Correspondence Administration Division of the Bandung Regency Public Works Office, it was explained that employees of the Public Works Office have been able to solve work-related problems optimally because the employees here already have qualified competencies. The results of the questionnaire showed, that of the 31 respondents who answered strongly agreed there were 15 people (48%) and agreed there were 13 people (42%) which means that there is a need for the ability of employees to solve a problem for maximum results, and there are also respondents who answered without an opinion as many as 3 people (10%). Therefore, 42% of respondents agreed with the statement submitted by the researcher regarding the item of problem-solving ability.

Based on the observations made by researchers that, employees in carrying out their duties lack initiative, always waiting for direction from the leader first. Based on the results of an interview with the Correspondence Administration Division of the Bandung Regency Public Works Office, it is explained that independence at work is important, if employees are independent in carrying out their duties, it will also affect employee performance, as for directions from leaders so that employees are always independent at work. The results of the questionnaire showed, that of the 31 respondents who answered strongly agreed there were 12 people (39%) and agreed there were 16 people (52%) which means that independence in completing tasks affects the totality of work, and there were also respondents who answered without opinion as much as 1 person (3%) and disagreed 2 people (6%). Therefore, 52% of respondents agreed with the statement submitted

by the researcher regarding independent items in carrying out tasks. Based on the results of observations, interviews and questionnaires, the researcher analyzed that the ability to solve problems and independence in carrying out went well. This is characterized by still having to be given direction from the leader and often asking for help from other employees in completing work. This can be overcome by giving bonuses or rewards to employees who have good performance so as to motivate other employees to improve their performance as well.

Based on the observations made by researchers that, there are employees who are still unable to operate technological tools such as using computers. Based on the results of an interview with the Correspondence Administration Division of the Bandung Regency Public Works Office, it was explained that being able to use technology must be because without information technology for employees or to do something, they must use technology such as computers, laptops and other technology. The results of the questionnaire showed, that of the 31 respondents who answered strongly agreed there were 9 people (29%) and agreed there were 18 people (58%) which means that employees have good abilities with technology will affect performance, and there were also respondents who answered without opinions as many as 4 people (13%). Therefore, 74% of respondents agree with the statements submitted by researchers regarding items that can use technology.

Based on the observations made by researchers that, it seems that some employees do not understand and understand enough about the job description being done. Based on the results of an interview with the Correspondence Administration Division of the Bandung Regency Public Works Office, it was explained that all employees can understand and understand the job description because it considers several aspects such as education and the abilities possessed by employees. The results of the questionnaire showed, that of the 31 respondents who answered strongly agreed there were 10 people (32%) and agreed there were 17 people (55%) which means that leaders must always pay attention to the implementation of employee work, and there were also respondents who answered without opinion as much as 1 person (3%) and disagreed 3 people (10%). Therefore, 55% of respondents agreed with the statement submitted by the researcher regarding the work implementation item. Based on the results of observations, interviews and questionnaires, researchers analyzed that the ability to use technology and work implementation has not taken place optimally. This is characterized by the still confused employees about the job description that must be done so that it often hampers the task being done. As for the use of technology such as the ability to operate computers and other auxiliary devices is good enough. It's good to understand more about the job description that is done, then employees are given education about what must be done in the position held.

Based on the observations made by researchers that, communication between employees and leaders has been very good and harmonious, and there is a mutual respect and respect between leaders and employees. Based on the results of an interview with the Correspondence Administration Division of the Bandung Regency Public Works Office, it was explained that communication between employees and leaders had gone well. The results of the questionnaire above showed, that of the 31 respondents who answered strongly agreed there were 12 people (39%) and agreed there were 15 people (48%) which means good communication between employees and leaders on employee morale, and there were also respondents who answered without opinions as many as 3 people (10%) and disagreed with 1 person (3%). Therefore, 48% of respondents agreed with the statement submitted by the researcher regarding the item of good communication with the leadership.

Based on the observations made by researchers that, communication between fellow employees looks like a family relationship that is established so that almost no difference in position between employees is seen. Based on the results of an interview with the Correspondence Administration Division of the Bandung Regency Public Works Office, it was explained that communication between fellow employees had been running as usual was optimal. The results of the questionnaire showed, that of the 31 respondents who answered strongly agreed there were 11 people (35%) and agreed there were 16 people (52%) which means that good communication among employees will affect the implementation of work, and there were also respondents who answered without opinion as much as 1 person (3%) and disagreed 3 people (10%). Therefore, 52% of respondents agreed with the statements submitted by researchers regarding good communication items among employees. Based on the results of observations, interviews and questionnaires, the researcher analyzed that communication with leaders and fellow employees of the Bandung Regency Public Works Office had run harmoniously. This is characterized by employees who are friendly and respect fellow employees and also respect the leadership. The communication is established like in a family without any difference in position between them.

In relation to the discussion described above, the implementation of the influence of human resource empowerment management on the performance of employees at the Bandung Regency Public Works Office should run well. The following are the obstacles faced in implementing the influence of human resource empowerment management on the performance of employees at the Bandung Regency Public Works

Office. 1. Initiative is still lacking. Where this can be seen from the existence of employees who are not doing activities still playing mobile phones, should be able to do something in carrying out the tasks that have been given without being ordered by superiors. 2. Competence, related to the ability of employees to complete work in accordance with the main duties and functions set. This can be seen from the General Subsection which is considered difficult to obtain the data and information needed by researchers, such as LAKIP, even though in its TUPOKSI it is stated that the general subsection must provide Transparent information services to the public.

Based on the description above regarding the factors that become obstacles in the implementation of human resource empowerment management on the performance of employees at the Bandung Regency Public Works Office. So efforts need to be made to overcome these obstacles. The efforts made are as follows 1. Leaders must provide more encouragement and motivation to their employees in carrying out their work. This is also a control and supervision of the running of public services and helps employees in developing their potential. 2. Leaders must be able to provide trust and direction to all employees in every implementation of tasks given in accordance with the TUPOKSI that should be carried out, so that employees feel valued and more confident in completing the tasks given by the leader on time.

CONCLUSION

Based on the results of research and discussions conducted at the Bandung Regency Public Works Office, regarding the influence of human resource empowerment management on employee performance, in this chapter researchers draw the following conclusions: a. The influence of human resource empowerment management on employee performance at the Bandung Regency Public Works Office. Based on calculations using the Statistical Product and Service (SPSS) Program, it shows that human resource empowerment management has a moderate influence on employee performance at the Bandung Regency Public Works Office, which is 48.7% and it can be said that there is a sufficient influence. While other undefined factors that affect performance variables other than human resource empowerment management variables amounted to 51.7%. b. Factors that become obstacles in the influence of human resource empowerment management on the performance of employees at the Bandung Regency Public Works Office. 1. Initiative is lacking. Where this can be seen from the presence of employees who are not doing activities still playing. 2. Competence is still low, related to the ability of employees to complete work in accordance with the main duties and functions set. This can be seen from the General Sub-Section which is considered difficult to obtain data and information needed by researchers, such as LAKIP, even though in its TUPOKSI it has been stated that the General Sub-Section must provide transparent information services to the public. Efforts made in overcoming obstacles in overcoming the influence of human resource empowerment management on the performance of employees at the Bandung Regency Public Works Office.

Leaders must provide more encouragement and motivation to their employees in carrying out their work. This is also a control and supervision of the running of public services and helps employees in developing their potential. The leader must be able to provide trust and direction to all employees in every implementation of the duties given in accordance with the TUPOKSI that should be carried out, so that employees feel valued and more confident in completing the tasks given by the leader on time.

Limitations Based on the findings of the researcher, suggestions can be submitted that the researcher hopes can be a recommendation, both in the context of developing science and as a contribution to improvements in improving the performance of employees at the Bandung Regency Public Works Office as follows: 1. Academic Advice. Further research needs to be carried out on the phenomenon of suboptimal management of human resource empowerment and employee performance, especially from the perspective of Management Science. This phenomenon is reinforced by other factors that were not studied in this study, but affect employee performance. This finding can be used as material for further research related to the influence of various variables outside human resource empowerment management on employee performance. Practical Advice, The Bandung Regency Government at least pays attention to the Bandung Regency Public Works Office, namely to make better facilities and infrastructure in the future to support the service process at the Bandung Regency Public Works Office to be more effective and efficient. The Head of the Bandung Regency Public Works Office should be more active in motivating and giving reprimands to employees who are still not working in accordance with their TUPOKSI so that employees can be even more active in completing the program programs that have been prepared by the Bandung Regency government in building proper public facilities and facilities for the community.

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