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4th International Conference
on Management, Finance and Entrepreneurship
ICMFE-2015**

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Ankara, Turkey



"PETRE ANDREI" of IASI, Romania



**SHINAWATRA
UNIVERSITY**

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Preface

Dear Distinguished Delegates and Guests,

The Conference Committee warmly welcomes our distinguished delegates and guests to the 2015 International Conference on Management, Finance and Entrepreneurship (ICMFE-2015) held on April 11-12 in Medan, Indonesia.

ICMFE-2015 is organized by International Foundation for Research and Development (IFRD). The conference is aimed at discussing with all of you the wide range of problems encountered in present and future issues in economies and Societies. ICESS-2015 is organized in collaboration with Universitas Islam Sumatera Utara, Medan, Indonesia, Yildirim Beyazit University, Turkey, Shinawatra International University, Thailand, PERTRE ANDERI of IASI, Romania and National Academy of Management, Ukraine where researchers from around the world presented their work. The conference committee is itself quite diverse and truly international, with membership around the world.

Proceeding records the fully refereed papers presented at the conference. Main conference themes and tracks are Management, Finance and Entrepreneurship. Conference aims to bring together researchers, scientists, engineers and practitioners to exchange and share their experiences, new ideas and research results about all aspects of the main conference themes and tracks and discuss the practical challenges encountered and the solutions adopted. The main goal of the event is to provide a scientific forum for exchange of new ideas in a number of fields that interact in depth through discussions with their peers from around the world.

Conference has solicited and gathered technical research submission related to all aspects of major conference themes and tracks. All the submitted papers have been peer reviewed by the reviewers drawn from the scientific committee, external reviewers and editorial board depending on the subject matter of the paper. Reviewing and initial selection were undertaken electronically. After the rigorous peer-review process, the submitted papers were selected based on originality, significance, and clarity for the purpose of the conference. Conference program is extremely rich, featuring high-impact presentations. The high quality of the program guaranteed by the presence of an unparalleled number of internationally recognized top experts. Conference will therefore be a unique event, where attendees will be able to appreciate the latest results in their field of expertise, and to acquire additional knowledge in other fields. The program has been struttred to favor interactions among attendees coming from many diverse horizons, scientifically, geographically, from academia and from industry.

We would like to thank the program chairs, organization staff, and members of the program committee for their work. We are grateful to all those who have contributed to the success of ICMFE-2015 especially our partners. We hope that all participants and other interested readers benefit scientifically from the proceedings and find it stimulating in the process. Finally, we would like to wish you success in your technical presentations and social networking.

We hope you have a unique, rewarding and enjoyable time at ICMFE-2015 in Medan.

With our warmest regards,

Conference Committee
April 11-12, 2015
Medan, Indonesia.

ICMFE-2015

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PAPERS

Improvement of Human Resources Performance Through Empowering Leadership, Intrinsic Motivation, Training and Employee Wellbeing

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Abstract

The purpose of this study to analyze the improvement of human resources performance through empowering leadership, training, intrinsic motivation, and employee wellbeing. The population in this study are all the employee of Food Security Extension and Extension Pekalongan many as 134 people. The sampling technique using census techniques, so that all members of the population sampled. Statistical analysis using regression analysis. The results showed that empowering leadership, training and employee wellbeing have positive and significant effect on intrinsic motivation. Empowering leadership, training, and employee wellbeing have positive and significant impact on the human resources performance. Intrinsic motivation as variables that weakened the influence of empowering leadership on human resources performance. However, the intrinsic motivation as a variable that reinforces influence of training on the human resources performance. Intrinsic motivation as a variable that weaken the influence of employee wellbeing on the human resources performance.

Keyword : empowering leadership, intrinsic motivation, employee wellbeing and human resources performance

I. Introduction

Performance of human resources greatly affect organizations to stay ahead of the competition. Mangkunagara (2004) defines performance as a result of the quality and quantity of work achieved an employee in carrying out their duties in accordance with the responsibilities assigned to him. Performance of human resources is determined by empowering leadership: how leaders empower teams to work together and encourage team members to develop themselves as well as provide the opportunity for members of the organization to provide creative ideas. According Ahearne, Mathieu, and Rapp (2005) highlights the importance of empowering leadership jobs, providing participation in decision making, expressed confidence that the performance has a high value.

Ekosiswoyo Rasdi research results (2003), concluded that the empowerment significantly influence the performance, empowering leadership will ultimately affect the performance of the employees either directly or indirectly through some mediating variables

such as psychological empowerment, intrinsic motivation and creative engagement process, it is supported by Zhang and Bartol Research (2010) who concluded that empowering leadership is positively related to psychological empowerment by using the interaction of role identity empowerment, psychological empowerment is positively related to intrinsic motivation and creative engagement process, the leader encouragement of creativity interact significantly with psychological empowerment to affect creative engagement process, and ultimately creative engagement and intrinsic motivation process will positively influence on employee performance. Research results Srivastava, et al (2006) concluded that empowering leadership is positively related to the knowledges sharing and team efficacy, as well as sharing knowledges and team efficacy is positively associated with team performance, but the interesting turns empowering leadership did not influence significantly the performance team. Likewise, the results Chasanah Research (2008) concluded that empowerment does not affect the performance of human resources.

Several factors are thought to be the cause of the achievement of the performance of employees who do not meet the target is the lack of Empowering Leadership, Training and Employee Wellbeing and the lack of well-being received by the extension resulting imbalance in the level of competence which ultimately led to a reluctance to engage in the creative process and lack the motivation to produce the expected performance.

There is no consistency between the results of research with one another to encourage researchers to test the "How to model the performance improvement of human resources through Empowering Leadership, Training and Employee Wellbeing?".

II. Literature Review

Empowering leadership by Srivastava et al (2006) is a behavior in which power is shared with subordinate leaders to increase their intrinsic motivation, leadership empowerment behavior is to lead by example, participatory decision making, training, information, and show concern. Empowering the difference between leadership and autocratic leadership is that autocratic leadership inhibits share knowledge with team members (Yukl and Wendy, 2006). According Herre (2010) empowering leadership is a concept of heterogeneous actors different leadership, facilitative leadership, participative leadership, leadership is not super. All the different concepts summarized in empowering leadership.

According to Srivastava et al (2006) in empowering leadership, organizational performance relationship, there are four elements, namely: (1) empowering leadership related

to the sharing of knowledge, (2) the sharing of knowledge related to team performance, (3) empowering leadership related to team performance, and (4) the strength of the relationship between empowering leadership and team performance decreases when sharing knowledge is added to the model as a mediator.

In empowering leadership leadership attempted to commit to work hard, to obtain information from subordinates in carrying out the organization's decision to cooperate in achieving a goal. This is in accordance opinions Srivastava et al (2006) that there are five measurements of empowering leadership, namely: Leading by example: display behavior that indicates that the leaders committed to work, work hard. So the leader acts as a role model for the team. Participation in decision-making: leaders use information and input from team members in decision making. Coaching: help train members of the team leader to become independent. Informing: leader convey information about the organization, policies and mission objectives. Showing concern / interacting with the team leader to keep in touch with the team and work closely with the team as a whole.

While indicators of empowering leadership by Zang and Bartol (2010) there are four, namely: Enhancing the meaningfulness of work (increase the meaningfulness of the work), Fostering participation in decision making (to encourage participation in decision making), Expressing confidence in the high performance (confidence in the performance of the high), Providing autonomy from bureaucratic constraints

Based on some definitions can be concluded that empowering leadership is leadership that provides opportunities for members, would receive a fair recognition in contributing members to the ideas and information, leaders motivate members to share their knowledge with each other.

2.1.2 Training

Training is how to improve employee skills. According Samsudin (2006) that is different from the training education. Education is more philosophical and theoretical, while training is specific, practical and immediate, education and training have the same goal of learning. In learning there is an understanding implicitly, through the understanding of employees is possible to be an innovator, took the initiative, creative problem solver and be effective and efficient employees to do the job.

2.1.3 Employee Wellbeing

Social welfare is the fulfillment of the conditions of material, spiritual, social and citizens in order to live a decent and able to develop themselves, so that it can carry out its social function (Law No. 11 of 2009 concerning social welfare).

Guest and Conway in Ajay K. Jain, (2008) defines the welfare of employees or employee wellbeing of six in terms of construction, namely: a managed workload, personal control over work, support from colleagues and supervisors, positive relationships in the workplace, the role is quite clear and a sense of involvement in the change of control of the organization. In some cases, well-being is also defined in terms of tension. The tension is defined as the psychological, physical or behavioral responses to stressors (Le Fevre et al., 2003). The term stressor is used to indicate conditions of employment or organizations that require adaptive response of employees (Jex, 1998). From the definition above can be concluded that the employee wellbeing or welfare of employees is the fulfillment of the condition of a person's good material, spiritual, and social order can live well and be able to develop themselves, so as to carry out the functions of his profession well, including comfort in the workplace, empathy colleagues, and so on.

2.1.4 Intrinsic Motivation

Suryabrata (Asrukin, 2010) divides into two motivations: a) ekstrinsic motivation, the motivation to work due to external stimuli, and b) intrinsic motivation, the motivation to work although not receive stimulation from the outside, in line with the Sardiman in Asrukin (2010) also differentiate into intrinsic motivation motivation motivation and ekstrinsic where intrinsic motivation is the motives that become active or function they do not need to be stimulated from the outside, because the individuals had no urge to do something.

2.1.5 Human Resource Development

According Siagian (2002) performance is a concept that is universal is the operational effectiveness of an organization based on the standards and criteria set. Performance shown is the actual behavior of each person as the resulting performance by employees in accordance with its role in the organization, in accordance with organizational goals and individual goals. Employee performance is a very important thing in the organization's efforts to achieve its objectives. Employee performance is an aspect that affects how much they contribute to the organization which, among others, including the quantity of output, output quality, precision finish the job, work effectiveness, independence and committed work responsibilities.

III. Research Method

Research is "*explanatory research*" (*research explanatory*) and aims to test a theory or hypothesis to strengthen or even reject the theory or hypothesis that the existing research results. The population in this study were all on the Food Security Extension and Extension Pekalongan extension 134. While the sampling technique used in this study is a technique that all members of the population census as a sample. The data used is primary data and data sekunder. Metode data collection using questionnaires and interviews.

IV Result and Discussion

Responden Profile

The sex of the respondents in the Food Security Extension and Pekalongan, depicting of 125 respondents were grouped according to the male sex as much as 96 people (76.80%) and women as much as 29 people (23.20%). Describing the 125 respondents from the age group 36-40 years had the ability and high productivity, and many bring a positive attitude to promote the organization. Table 4.3 shows the 125 respondents were grouped according to education, majority of undergraduate education level (S1) indicates that the employee has the ability to work fairly well in accordance with work responsibilities.

Test Reliability is a measure of data for a questionnaire which is an indicator of variables or constructs. A questionnaire said to be reliable or reliable if someone answers on the statement is consistent or stable over time. Based on the table above 4:15 in mind that all Alpha value is greater than 0.60, so that all variables declared reliable. Thus the statement of respondents to the indicator can be used in this study. Validity test used to measure valid (valid) or whether a questionnaire. A questionnaire as valid if the questions on the questionnaire were able to uncover something that would be measured by the questionnaire. Based on the table 4:16 note that all variables have a value of r count is greater than r table. So that the entire item statement of research variables declared valid and can be used for research.

Regression Result I

Test this regression model to test the effect of variable Empowering Leadership (X1), Training (X2) and Employee Wellbeing (X3) can directly influence the Intrinsic Motivation

variables (Y1) in the Food Security Extension and Pekalongan. Results of regression analysis as follows.

**Table 1
Regression 1**

Variable	Beta	t	Sig.	Result
<i>Empowering Leadership</i> (X ₁) terhadap <i>Intrinsic Motivation</i> (Y ₁)	0,242	2,951	0,004	Signif
Pelatihan(X ₂) terhadap <i>Intrinsic Motivation</i> (Y ₁)	0,402	5,026	0,000	Signif
<i>Employee Wellbeing</i> (X ₃) terhadap <i>Intrinsic Motivation</i> (Y ₁)	0,158	1,955	0,048	Signif

Source : Primeri Data (2014)

Result of Regression:

$$Y_1 = 0,242X_1 + 0,402X_2 + 0,158X_3$$

Regression Result II

Regression model; to test of *Empowering Leadership* (X₁), Training (X₂) and *Employee Wellbeing* (X₃) can direct impact to *Intrinsic Motivation* (Y₁) to human resource performance (Y₂) at Badan Ketahanan Pangan dan Penyuluhan Kabupaten Pekalongan. This result:

**Table 2
Regression Result**

Variable	Beta	t	Sig.	Result
<i>Empowering Leadership</i> (X ₁) to Human Resource Performance (Y ₂)	0,161	2,075	0,040	Signif.
Training (X ₂) to Human Resource Performance (Y ₂)	0,159	1,985	0,049	Signif.
<i>Employee Wellbeing</i> (X ₃) to Human	0,149	2,033	0,044	Signif.

Resource Performance (Y ₂)				
<i>Intrinsic Motivation</i> (Y ₁) to Human Resource Performance (Y ₂)	0,438	5,293	0,000	Signif.

Resource : Data Primer (2014)

This result of Regression 2:

$$Y_2 = 0,161X_1 + 0,159X_2 + 0,149X_3 + 0,438Y_1$$

This means Intrinsic Motivation as mediating variables that weakened the influence of Empowering Leadership on human performance in the Food Security and the District Extension Pekalongan. Hal means Intrinsic Motivation as a mediating variable that strengthen the effect of training on human performance in the Food Security Extension and Pekalongan.

1. Effect of Empowering Leadership Against Intrinsic Motivation

The results of this study indicate that the Empowering Leadership positive and significant effect on Intrinsic Motivation in the Food Security Extension and Pekalongan. The results of this study support the research conducted by Ahearne (2005) in Zhang and Sims (2005) (Zhang & Bartol, 2010) which concluded that the first; empowering leadership tends to increase the meaningfulness of work with the help of HR understand the importance of contributing to the effectiveness of the organization as a whole, the second; empowering leadership pressing HR competence and confidence in the prospects for high performance. there is a positive relationship between empowering leadership and self-efficacy HR. The Third; empowering leadership to provide HR with autonomy and prospects for self-determination by encouraging the individual to decide how to carry out their work. The results are consistent with the theory put forward by the House and Dessler in Srivastava et al (2006) define a supportive leader (being one of the aspects that support of an empowering leadership) as a leader who provides guidance to members, treat them fairly, and acknowledge the input member very important, team members tend to receive a fair recognition of an empowering leadership for their contribution to ideas and information, which motivates them to share their respective knowledge of each other. Thus, empowering leadership has a positive influence on intrinsic motivation.

2. Effect of Intrinsic Motivation To Training

The results of this study indicate that the training positive and significant effect on Intrinsic Motivation in the Food Security Extension and Pekalongan. The results of the hypothesis testing in accordance with the theory advanced by Benardin and Russell (1998) stated the importance of training, the training system is a process that consists of three dimensions namely the training needs assessment, training implementation and evaluation of training. Definition of training proposed by Milkovich and Boudreau (1991) that training is a systematic process to improve the compatibility between the characteristics of workers with the terms of office. Cascio (1995) outlines that contains training programs designed to improve the work motivation of individuals, groups or organizations.

3. Effect of Intrinsic Motivation to Employee Wellbeing

The results of this study indicate that the Employee Wellbeing positive and significant effect on Intrinsic Motivation in the Food Security Extension and Pekalongan. Results of testing the hypothesis according to research conducted by Gustivano Floreal (2011), in which the results obtained there is a strong relationship or positive darting between incentives or well-being of the employee motivation and contribution to welfare provision on employee motivation. Results were consistent with the theory put forward by Rival (2004) motivation is a set of attitudes and values that influence individuals to achieve specific things in accordance with the individual goals. Attitudes and values is proving to be invisible (not shown) which provides power to encourage individuals to behave in achieving the goal. Someone will work if the existence of a motive, desire and purpose. There is a tendency among employees that work better with employees who work less well may indicate possible problems in motivation.

4. Effect Empowering Leadership to Human Resource Performance

The results of this study indicate that the Empowering Leadership positive and significant impact on human performance in the Food Security Extension and Pekalongan. The results of this study support the results of research conducted by Chasanah (2008) in his research stating that empowerment has positive influence on human performance. In accordance with the theory Ahearne, Mathieu, and Rapp (2005) that involves the conceptualization empowering leadership, highlighting the importance of the work, providing participation in decision making, expressed confidence that it will be a high performance, empowering leadership as the process of implementation of the conditions that allow the sharing of power

with the employee to describe the importance of the work of employees, providing greater autonomy of decision making, expressing confidence in the ability of employees, and closing a hindrance to performance.

5. Effect Training to Human Resource Performance

The results of this study indicate that the training positive and significant effect on Intrinsic Motivation in the Food Security Extension and Pekalongan. The results of this study support the results of research conducted by Mursidi (2009) showed that training has a positive effect on employee performance. The results are consistent with the theory advanced by According Aroge (2011) adapted from Cedefop and Hasan, that perception has shifted training for employees become a necessity because of two factors: investment and information communication technology (ICT) globalization. Therefore, the skills of employees at any level of commitment and sincerity necessary efforts towards providing technical expertise / skills within the organization, business and the economy of a nation are faced with a challenge include: funding, human, material resources, developing management, employee attitudes and the environment.

6. Effect Employee Wellbeing to Human Resource Performn ce

The results of this study indicate that the Employee Wellbeing positive and significant impact on human performance in the Food Security Extension and Pekalongan. The results of this study support the research conducted by Aldi (2008) showed that employee wellness programs play a role in improving employee morale. Similarly, research conducted by Gupta and Shaw (1998) and Gardner et al (2004) stated that the salary levels will affect the performance of the employee, and the higher the salary level will make increasing performance. This study is also consistent with the theory put forward by Gerhart and Milkovich (1992) stated that in the literature of compensation, it found strong evidence that the incentives of individuals, the level of salaries and bonuses will make better performance for employees.

7. Effect of Intrinsic Motivation to Human Resource Performance

The results of this study indicate that the Intrinsic Motivation positive and significant impact on human performance in the Food Security Extension and Pekalongan. The results of this

study support the research conducted by Juliani (2007), in which the research results prove that the intrinsic motivation affect the performance.

V. Conclusion

.The results showed that empowering leadership, training and employee wellbeing have positive and significant effect on intrinsic motivation. Empowering leadership, training, and employee wellbeing have positive and significant impact on the human resources performance. Intrinsic motivation as variables that weakened the influence of empowering leadership on human resources performance. However, the intrinsic motivation as a variable that reinforces influence of training on the human resources perform . Intrinsic motivation as a variable that weaken the influence of employee wellbeing on the human resources performance.

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