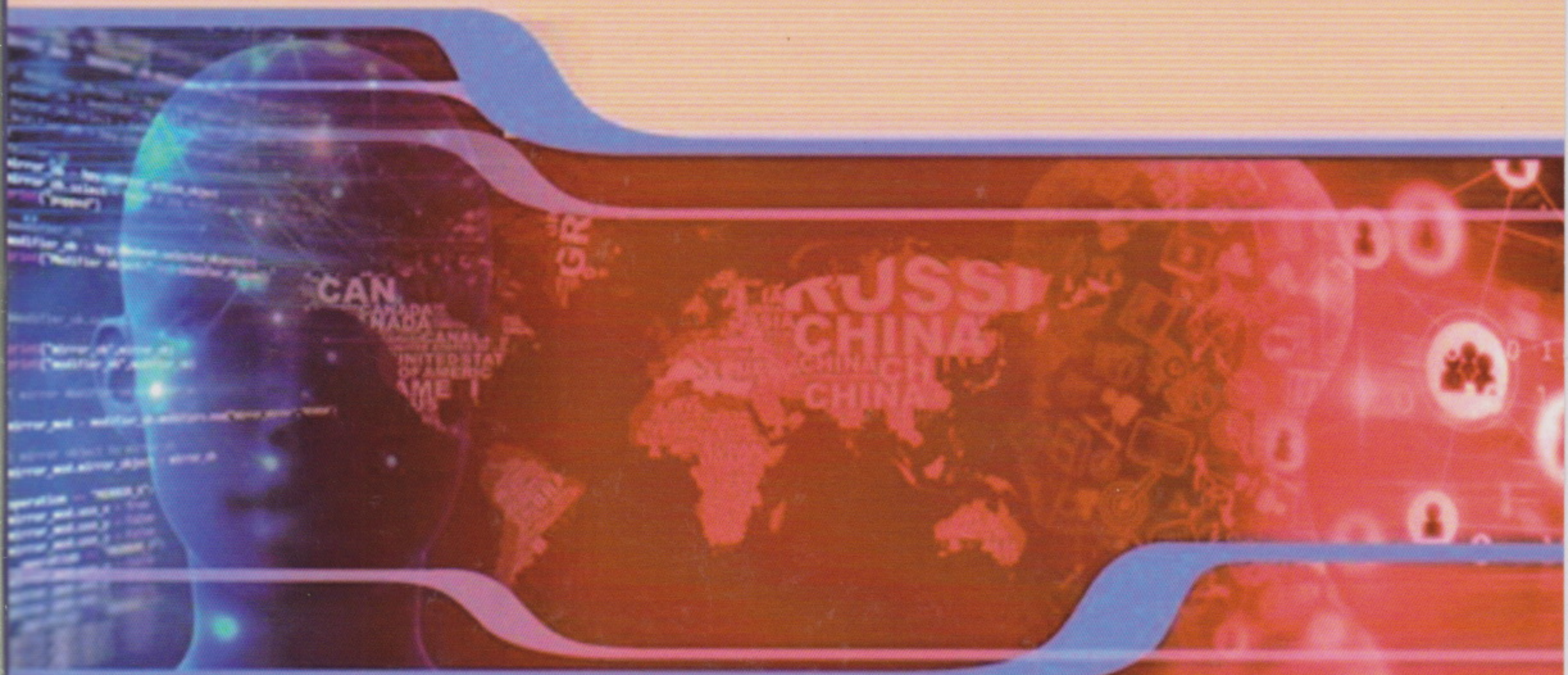


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Bandung, on August 26<sup>th</sup> 2019

Organized by:

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Volume 1, Desember 2019

# PROCEEDING

## 1<sup>st</sup> INTERNATIONAL CONFERENCE ON SOCIAL SCIENCE (ICoSS)

THEME :

### HUMAN CAPITAL IN FACING NEW FARADIGM OF INDUSTRIAL REVOLUTION 4.0

Bandung, on August 26<sup>th</sup> 2019

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## EMPLOYEE EMPOWERMENT IN FACING INDUSTRIAL REVOLUTION 4.0

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### ABSTRACT

The Industrial Revolution 4.0 has changed the way humans think, live and relate to one another. Significant changes are not only in the field of technology, but also in other fields such as economics, social and politics. In this case also affects human resources, because human resources is one of the success factors of the role of industry 4.0. Improving the quality of human resources becomes very important in utilizing the latest technology. Technological sophistication cannot be negotiated in social and state life, so it needs to be addressed carefully and on target.

In public organizations, such as government, competent employees are also needed in facing the industrial revolution 4.0. Therefore it is needed an effort from the leader to empower its employees. Basically, it is necessary to apply the principle of "people centered" in empowerment, which is increasing employee capabilities and competencies and placing employees in their position as subjects that need to be respected and maximized.

According to the author's analysis to determine the success of empowered employees by applying the theory of Aileen Mitchell Stewart. There are 8 (eight) dimensions of employee empowerment that known as the acronym "The eight E's of Empowerment", which consist of Envision, Educate, Eliminate, Express, Enthuse, Equip, Evaluate, and Expect.

**Keywords:** Employee Empowerment, Industrial Revolution 4.0

### INTRODUCTION

The dynamic ability of human thinking always brings changes to science and technology from time to time. The development of science and technology has changed the world to what it is today, and will continue in the future.

The history of the first industrial revolution began when human and animal power were replaced by the appearance of machines, one of which was the steam engine invented in the 18th century. This revolution succeeded in changing and boosting the economy dramatically. During the two centuries after the Industrial Revolution, the average income per capita of countries in the world increased sixfold.

The second industrial revolution was marked by the emergence of power plants and combustion chambers. This discovery triggered the emergence of telephones, cars and airplanes that have significantly changed human life again.

The third and fourth industrial revolutions are related to the existence of the internet which has made life easier for us. The third revolution occurred around 1980 marked by the emergence of digital technology and the internet which once again changed human life.

Furthermore, the fourth generation industrial revolution showed the latest trends in automation and data exchange in technology including the physical-cyber system, the internet of things (internet of things or IoT), cloud computing, and cognitive computing.

Industry 4.0 brings disruptive technology that comes so fast and threatens the existence of established companies. The large size of a company is no longer a guarantee. It is precisely the agility of the company that will be the key to success in achieving achievement quickly, where the fast can prey on the slow and not the big prey on the small.

The issue of the industrial revolution 4.0 needs serious attention so we can prepare ourselves to answer the challenge. Competent resources are one of the main factors determining the success of the transformation of the 4.0 era, therefore improving the quality of human resources needs to be prioritized.

Along with the 4.0 industrial revolution and digital technology, business competition and development that originally relied on the use of natural resources will shift to the mastery of information technology and workforce competencies. This is where the importance of human resources investment. Natural resources will be exploited and give birth to environmental problems. Not so with human resources investment that is unlimited and continues to be dynamic.

In public organizations, such as government, competent employees are also needed in facing the industrial revolution 4.0. Therefore it is needed an effort from the leader to empower its employees. Basically, it is necessary to apply the principle of "people centered" in empowerment, which is increasing employee capabilities and competencies and placing employees in their position as subjects that need to be respected and maximized.

## METHODS

The method used in this study is qualitative approach with books review/content analysis. The main theory used "The Eight E's of Empowerment" from Aileen Mitchell Stewart

## LITERATURE REVIEW

Empowerment of employees is to provide power (power), transferring power or delegating authority from the empowering party that is the leader to subordinates or front line employees so that they have more power than before in providing services to the community. In the opinion of experts such as Ibrahim (2004: 165), Luthans (2005: 422), and Schermerhorn et al. (2005: 276) basically says that "empowerment gives power (power) to the people who need it, so that the employee is more empowered and more professional in carrying out his duties". A similar sentiment was also expressed by Saefullah (2007a: 192) who said that: "the more empowered or more powerful the apparatus will increase its ability to create an attitude of professionalism in the delivery of services to the community in their area".

Thus empowerment exists, if it can eliminate the culture of waiting for orders, instructions, or direction from the leadership (boss) because there is dependency. Empowerment of human resources is to create initiative, discretion, innovation and creativity and to be responsible,

The empowerment theory discussed in this article as a knife of analysis is Aileen Mitchell Stewart's (1994) empowerment theory. According to Stewart (1994: 73) "people want to do a good job and will do so if you let them". The definition of "let them" in this case is not to leave employees without supervision, but gives freedom and authority to employees to regulate and develop their capacity to do their work for the better. Often employees are less involved in developing a shared vision, relatively low education, many obstacles, opportunities to express less desires, encouraging that is rarely done, lack of equipment, and leaders who tend to expect success with good reports, lack of desire reveal the problems that arise in serving the community.

According to Stewart (1994: 73) there are 8 (eight) dimensions that determine the success of an empowered organization known as the acronym "The eight E's of Empowerment". These eight dimensions will be explained as follows: developing a

shared vision (envision), educating (eliminating), eliminating obstacles (eliminating), expressing (expressing), encouraging (enthuse), equipping (equipping), evaluating (evaluating), and expecting (expect). The eight dimensions of employee empowerment proposed by Stewart (1994: 73) are described as follows:

1. Envision means that in developing an organization's vision it must involve cooperation between the leader and his subordinate employees. In the sense that subordinate employees are involved in giving suggestions and ideas about what is the vision of the organization, because subordinate employees are more aware of organizational practices and problems. In this regard, Stewart (1994: 74) asserts that: "If you and your staff are clear about ends, then means can be left to individuals to decide, provided certain parameters are sets". Vision is an ideal picture of the expected future. An organization's vision is a statement of what the organization wants to achieve in the future. Nirenberg (1997: 267) states "The vision is an imagined future state that guides a company's behavior. It is a state of being that the company attempts to grow into ". In addition, Mejia, et al (1995: 44) gave an opinion about vision, namely "Vision is what we want to be or where we want to be". It is as stated by Osborne and Plastrik (2000: 204) that superior organizations use a shared vision to gain control. Thus, envision is developing a shared vision between leaders and employees concerning the ideal picture of the organization's future, goals and ideals in the future. Employees who know and are involved in developing the vision of the organization will have a "sense of belongingness" and try to align their work towards achieving that vision. Therefore, leaders need to involve employees in developing organizational vision, as Stewart (1994: 74) stated, namely "Establishing a clear shared vision that emphasizes priorities, common goals and collaboration not competition and such problems can be largely avoided". In addition, Cook and Macaulay (1997: 24) state that one of the main steps in empowerment is to link employee empowerment with the vision and values of the organization. Envision (developing a shared vision) can be done by explaining the goals of the organization, asking for opinions, ideas, and suggestions from employees, and making agreements about the vision of the organization.



2. Educate is intended to improve employee education and knowledge. With education and training related to work, the ability and skills of employees in providing services to the community will increase. Low or lack of employee education causes low quality of services provided, as stated by Dwiyanto et al. (2002: 81) that:

The low education of employees in providing services to the community influences their thinking that all decisions must come from superiors and must hold fast to technical / operational guidelines so that when a service user requires fast service, the apparatus is not able to fulfill it, because they have to wait for the superior's instructions first.

Thus, educating employees is an important element of empowerment because it can improve their thinking towards a better direction. Furthermore, Stewart (1994: 75) asserts that; "But true empowerment requires staff to be able to make independent decisions which may very depending on circumstances. That requires education ". Stewart's statement was also stated by Ibrahim (2004: 139) which stated that employee empowerment was included in the first phase, marked by conducting education and training for all employees, starting with training managers and continuing to train employees. Tjokroamidjojo (1988: 20) states that empowering employee is important to do is to improve their skills and abilities, it can be called professional and managerial abilities. In line with the opinion of Gasperz (2001: 231) states: "In empowering employees, all members of the organization ranging from top management to the lowest employee must receive education and training to improve their abilities".

With education and training, employees will have more confidence in their abilities and skills that will affect the completion of their work, in accordance with the opinion of Tjiptoherijanto (in Thoha, 2000: 21) which states that:

"In general, education and training aims to provide opportunities for personnel to improve their skills and skills, especially in areas related to leadership / management, supervision and technical which are indispensable in achieving organizational goals".

Furthermore, Prijono and Pranarka (1996: 70) state that empowerment is a holistic approach to education as a key factor. Thus, educate (educating employees) is one of the keys to empowering employees. Tjiptoherijanto (in Thoha, 2000: 177) added that: "education and training is a strategy to improve the quality of human resources,

tools for promotion and to improve the ability of employees in resolving their workloads." Educate activities (educating employees) can be done by advising employees to attend formal education, training, courses, seminars, workshops or scientific discussions relating to service to the community

3. Eliminate is the activity of removing or eliminating obstacles that impede public service to the community. Osborne and Plastrik (1997: 209) state that employee empowerment can be done by reducing or removing hierarchical management control in organizations and pushing authority down to first-line employees. Regarding eliminate (removing obstacles), Stewart (1994: 75) states: "Eliminate any unnecessary rules or regulations which stand in the way of empowerment. Remove obstacles and barriers of all kinds, whether human, administrative or technical. In addition, DeVrye (2001: 159) states that one of the keys to empowerment is to reduce unnecessary bureaucratic obstacles to make employees more responsible and responsive. Furthermore, Bennis and Mische (1999: 45) state; "Empowerment means removing the bureaucratic boundaries that compartmentalize people and make them use as effectively as possible their skills, experience, energy, and ambitions" Thus, leaders who empower their employees must be brave and willing to eliminate or eliminate all regulations, systems, procedures, orders and so on that hinder the acceleration of public services to the community. Stewart (1994: 2) adds this view as follows:

"Empowerment seeks to eliminate all unnecessary rules, procedures, standing orders, etc. which actually stands between the organization and its goals. The aim is to remove as many restrictions as possible in order to block the organization and the people work on it, liberating them from unnecessary limitations which slow their responses and constrain their actions".

Thus, one form of employee empowerment is to abolish all regulations, procedures, work systems, work climate that hinders employees from providing services to the community. Basically, basic regulations, systems and procedures need to remain in an organization, but in terms of empowerment by eliminating obstacles, try to work with simple, straight forward systems, procedures or bureaucracy and with climate. conducive work that will accelerate the delivery of quality services.

4. Express is empowerment that seeks to express the desires of the leadership and the desires of employees. Thus, there is openness between leaders and employees about what the organization wants from its employees. Stewart (1994: 79) states: "Yet it is the staff are truly empowered, then the part of that empowerment must be the power to criticize your decisions and actions directly and to ask for an explanation of them". By expressing (creating) togetherness, a sense of belongingness can be created, because all is expressed what, why, how, and where the organization is going. DeVrye (2001: 159) states: "Support employees and catch people doing things right". Express activities (expressing desires) can be done by explaining and expressing the views, ideas and thoughts of leaders, expressing mistakes employees in serving the community, expressing appreciation for the success that has been obtained by employees, and giving opportunities to subordinates to express problems that arise when providing services public.
5. Enthuse is empowering employees by giving work enthusiasm to employees to work harder and provide quality public services. Leaders who empower their subordinates with enthuse will have a need for high achievement (need for achievement) and be more productive. Enthuse can be shown by leaders who are always passionate about working and helping subordinates in the difficulties they face.
6. Equip is empowering employees by providing adequate equipment in accordance with the needs to facilitate the delivery of public services. In connection with the need to provide adequate equipment in the context of empowerment, Deming (in Tjiptono, 2000: 12) firmly states that if employees are empowered by providing adequate and suitable tools, the quality of service can be continuously improved.
7. Evaluate (assess) is the activity of assessing the work (output) of employees both in terms of quantity, quality, and ability to provide public services in accordance with organizational goals. This activity is needed to align the goals and objectives of the organization with the reality faced by daily employees in serving the community. Stewart (1994: 83) states: "Empowerment is essentially a process, not an event, so monitoring and evaluation of it needs to be a continuous and permanent feature of your management from now on". Cook and Macaulay (1997: 24) states that one of the steps in empowering employees is by measuring the development that occurs. Evaluating can be done by always evaluating the ability, quantity and quality of

services provided, whether it is in accordance with the specified target. By conducting an evaluation it will be immediately known whether the specified target has been achieved or not, if not then the leader must make a change in strategy so that the determined target can be achieved.

8. Expect (expect) is to empower employees by always hoping for success and problems that may arise in the delivery of services to the community, so that leaders who empower by expecting success and problems have certain ways to deal with the possibility of problems that arise in the delivery of public services such as possible lack of facilities and infrastructure, employees who resist change (resistance to change) and so on. Stewart (1994: 85) states that: "Yet whatever pre-planning you do, there will almost certainly be other problems that you can predict".

Furthermore Stewart (1994: 85) adds his statement as follows:

"In fact, problems are a sign that you are actually making some headway; no problems may mean that no change has occurred. So expect them, and regard them as being fundamentally an encouraging sign. Overcome them and you have achieved real progress".

Thus, leaders who expect success and also expect the emergence of problems faced by employees is one manifestation of employee empowerment, because with the problems encountered when serving the community makes employees more mature and mature in making decisions.

## CONCLUSION

According to the author's analysis to determine the success of empowered employees by applying the theory of Aileen Mitchell Stewart. There are 8 (eight) dimensions of employee empowerment that known as the acronym "The eight E's of Empowerment", which consist of Envision, Educate, Eliminate, Express, Enthuse, Equip, Evaluate, and Expect.

Through empowering employees by applying the theory of Aileen Mitchell Stewart it will be able to improve employee capabilities and competencies so that employees can ultimately face changes that occur in the era of the Industrial Revolution

4.0

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