



The Relationship between Psychological Empowerment and Work Life Balance

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ABSTRACT

This research aims to examine relation between psychological empowerment and work life balance on employee at Kantor Bupati Kabupaten Serdang Bedagai, Sei Rampah, Sumatera Utara. This research used quantitative method with correlation type. This research used the simple random sampling technique in data collection with 186 employees. Data were collected by using scale of psychological empowerment based on Spreitzer's theory (1995) and scale of work life balance based on Fisher's theory (2009). This research has shown that there is a positive correlation between psychological empowerment and work life balance. In conclusion, employee who had felt more empowered themselves psychologically, they will had more work life balance.

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1. INTRODUCTION

The view of people or employees as the main assets of the company or organization is the main issue at this time, especially in human resource management (Widyaningrum, 2015). The results of research by Mello 2011 (Widyaningrum, 2015) revealed that organizations or companies need to realize to achieve effectiveness and excellence, human or employee elements are the most critical elements contributing to the company's performance because it has the same important value as the physical and capital assets of the company. According to (Porter and Lawler, 2004) the condition of the task has implications and can give employees intrinsic and extrinsic motivation.

This is supported by the results of research from (Roslina and Suryanti, 2013) which states that there is a reciprocal relationship between motivation and performance, meaning that when employee motivation is high then performance is also better and vice versa. (Porter and Lawler, 2004) added that intrinsic motivation has a closer relationship with performance because intrinsic motivation is more to the psychological reaction to the task of his work that makes it compelled to do something. (Jha, 2010) revealed that employee empowerment is not only seen as a delegate but also more to a way to enable someone to do their job. The provision of delegation and authority will help employees to be

more courageous in making decisions in work activities. Through this, employees are expected to be more confident and comfortable in performing their duties responsibly. Bandura 1986 (Jha, 2010) revealed that someone who believes the surrounding environment is conducive and controlled will be more motivated to maximize and develop their abilities. The concept of *psychological empowerment* focuses more on empowering employees in the psychic context so that employees are able to understand competence and improve their capabilities (Meyerson, Shauna & Kline, 2007) and is also a concept when employees have strength or autonomy (Jha, 2010). The approach to understanding employee empowerment is fundamentally in accordance with the theory of employee empowerment *as motivational construct* by Conger and Kanungo 1988 (Givens, 2011) which states that strength in motivational construction refers to the need for self-determination and one's confidence in one's abilities. To enrich the understanding of employee empowerment psychologically, it is important to understand the specific dimensions and meanings that are the core construction of this concept. (Spreitzer, 1995) in his research formulated four dimensions that form *psychological empowerment* in employees namely meaning, competence, *self determination*, and impact (*impact*). These four dimensions become inseparable construction in a unity of psychological empowerment implications of employees in the company. *Psychological empowerment* can produce positive organizational and individual results (Avolio, Zhu & Bathia, 2004).

According to Yang, Chen, Choi & Zou 2000 (Triyati, 2003) the demands on the family are influenced by the size of the family, the composition of the family, and of course the number of family members who have dependence on other family members, such as infants, children with special needs, or family members who are sick or in a bad psychological condition such as trauma due to accident or death. Frone, Rusell & Cooper 1992 (Murtiningrum, 2005) states that it is difficult to distinguish between work disrupts family and family disrupts work. When connected between the concept of *psychological empowerment* theory and *work life balance*, then it can be said that when employees feel able to understand competence and improve their capabilities (Meyerson, Shauna & Kline, 2007) then use them in enriching the competencies that they have so far so as to be able to delegate and authority given by the company in achieving a target job or take a big decision, then this employee will successfully achieve his goals and also the goals of bandura company, 1986 (Jha, 2010). The existence of successful employees achieve this goal because it has independently empowered all dimensions of *psychological empowerment* manifested in work performance, it can be assumed that it will be more likely to create a work life balance (*worklife balance*) of the employee without having to consider finding a new job alternative (Posigdan Kickul, 2004). Still limited research on *work life balance* and *psychological empowerment* in Indonesia makes researchers interested to research about this. Also looking at the many phenomena related to these variables in the company and the impact caused by the imbalance between personal life and work to employee empowerment that affects the effectiveness of the company, then this study will see if there is a positive relationship between *psychological empowerment* and *work life balance*.

2. RESEARCH METHOD

The population in this study was employees of the Office of the Regent of Serdang Bedagai, Sei Rampah, North Sumatra consisting of 11 Departments / Sections. The samples used in this study were employees at the office of the Regent of Serdang Bedagai, Sei Rampah, North Sumatra. (Azwar, 2007) said that the statistics of the number of samples more than 60 people is quite a lot. The samples in this study were 186 people. According to (Sugiyono, 2012) research variables are an attribute or trait, the value of people, objects or activities that have a certain variation set by researchers to be studied and then drawn conclusions. In this study there are two variables, namely free variables (*independent*) and bound variables (*dependent*). A free variable is *psychological empowerment* and the bound variable is *work life balance*. Data collection methods are the ways used in data collection. The data collected in this study is the primary data that is data obtained directly from the research subject by using a measurement tool or a direct data retrieval tool on the subject as a source of information sought

(Azwar, 2012). One way to retrieve data according to (Azwar, 2012) is to use a scale method that is a statement device that is compiled to reveal certain attributes through the response to the statement. Therefore, this study uses scale method as a way to retrieve data.

3. RESULTS AND DISCUSSION

The main results of the study conducted on employees of the Regent's Office Serdang Bedagai, North Sumatra showed that there is a positive relationship between psychological empowerment and work life balance. The results of the study are in accordance with the hypothesis proposed that there is a positive relationship between psychological empowerment and work life balance. This is in line with Akda 2012 (Wessels, 2013) which found a positive relationship between psychological empowerment and work life balance. According to (Sugiyono, 2010) a positive r value indicates a pattern of direct or positive relationships on both variables. The positive relationship between the two variables is indicated by a correlation value of 0.224. That is, the more employees experience a rise in psychological empowerment score will lead to a rise in the score on the work life balance. This is also supported by research conducted by (Asarkarya, Cigdem and Irmak Erdogan, 2014) which revealed similar results that there is a positive relationship between psychological empowerment and work life balance.

Then also obtained the results of the study that is the amount of influence given by psychological empowerment to work life balance with a value of R square 0.050. This means psychological empowerment contributes 5% to the formation of employee work life balance. There are several reasons that can explain why the correlation value between variables is said to be low. First, factors that affect psychological empowerment are individual factors and organizational factors. Individual factors include gender, education level, job title level, locus of control and tenure. In the respondents of the study, there are variations in the level of education, namely from high school (high school) to Strata II and different levels of positions ranging from Regulators to Coaches. While organizational factors include vagueness of role, access to information and resources, social support and work climate. Based on observation data in the field, there is a lack of access to information and resources such as some offices that do not have work aids such as printers and photocopiers so it takes longer to complete secretarial-related tasks. Third, with regard to the working climate, some parts are combined in a room so that the room becomes narrower and less comfortable to work.

Then based on the description of empirical value, the empirical score of work life balance in respondents is relatively low. One of the dimensions of work life balance is PLIW which is personal life interference with work which is the extent to which personal life interferes with work. In the research phenomenon, the majority of employees are married which means employees already have roles and responsibilities other than work, namely their family life. This may represent the reason why employees' work life balance empirical scores are relatively low.

4. CONCLUSION

Based on the results of the research that has been obtained, it can be concluded, among others: (a). There is a positive relationship between psychological empowerment and work life balance in employees of the Office of the Regent of Serdang Bedagai, Sei Rampah, North Sumatra. This means that the higher psychological empowerment felt by employees, the higher the employee's work life balance. (b). Based on the categorization of psychological empowerment data, employees of the Regent's Office, Serdang Bedagai, Sei Rampah, North Sumatra fall into the moderate category. (c). Based on the categorization of work life balance data, employees of the Regent's Office, Serdang Bedagai, Sei Rampah, North Sumatra are included in the moderate category.

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