

THE EFFECT OF HUMAN RESOURCES EMPOWERMENT, MOTIVATION AND REWARDS ON PERFORMANCE IN CV. SATRIA ASPARINGGA SHINE

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ABSTRACT

This study aims to determine the effect of motivation and appreciation of HR empowerment on performance in CV. SATRIA ASPARINGGA SHINES. In this study, there are four variables, namely the HR empowerment variable (X1), the motivation variable (X2), the reward variable (X3), and the performance variable (Y). The research method used is the questionnaire method with the method of questionnaires, observations, interviews, tests, document analysis and others. The population in this study were all employees of CV. SATRIA ASPARINGGA BERSINAR totaling 54 people, consisting of 41 men (75.9%) and 13 women (24.1%), with a minimum working period of 5 years. The results of the empowerment validation test (X1) there are 4 items that have a factor loading of more than 0.4 so that it is declared valid, the results of the motivation validation test (X2) there are 3 items that have a factor loading of more than 0.4 so that it is declared valid, the results of the award validation test (X3) there are 4 items that have a loading factor of 0.5 so that it is declared valid, and the performance validation test (Y) which has 4 items that have a loading factor of 0.5 so that it is declared valid. The data analysis technique used is descriptive analysis, multiple linear regression analysis, and coefficient of determination. Based on the results of data analysis, empowerment has a significant positive effect on performance, motivation has a significantly positive effect on performance, and rewards have a significant positive effect on performance. To improve performance, the company is expected to provide wider opportunities for employees to engage in work.

Keywords: *Empowerment, Motivation, Reward, Performance.*

INTRODUCTION

Organizational human resource development is a process of improving the quality and capacity of employees to achieve organizational goals. Organizational goals can be achieved if supported by good performance from employees. Micro human resource development (HR) is essentially an effort to plan, improve capabilities and process the workforce or employees, so that high performance is obtained (Hidayah and Kuku, 2011). Motivation and performance are two constructive and correlative elements, both of which require each other and cannot be separated from each other (Putra, 2012). Motivation is a condition or action that encourages someone to do a job or activity as much as possible to do and produce (Murty and Hudiwinarsih, 2012). Shadare and Hammed (2009) stated that employee motivation is one of the strategies to improve employee performance. Wibowo (2008:379) states that motivation is an encouragement to a series of processes of human behavior in certain achievements. Giving encouragement as a form of motivation is important to increase employee morale so that they can achieve the results desired by the company.

Company managers must empower their employees, if they want their employees to have good motivation and work ethic, so that their performance increases. Empowerment can be done through giving more responsibility and authority, which will create a desire to work and give the best for their work (Arifin, 2014). Dizgah et al. (2011) stated that empowerment can affect the improvement of organizational development and effectiveness. Employee empowerment can be said as management participation that involves employees to be responsible in their work processes (Elnaga and Amen, 2014).

Human resources in the organization is a strategic thing because it has a very large influence in achieving performance. Empowerment of human resources has a very significant

and strategic role for every process of organizational activity in realizing the expected performance. The empowerment of human resources in question is implemented in the organization by means of Competency Development through training and development, giving clear authority, developing trust, taking advantage of opportunities for giving responsibility and developing organizational culture and developing mutual support between human resources in the organization. Performance measurement is used to assess the success or failure of an activity or policy implementation. Another cause of the failure to achieve performance in an organization is the lack of motivation of employees to work effectively which can be caused because employees feel that the organization does not provide adequate compensation in this case. what they do for the benefit of the organization.

Performance is a record of the consequences generated on the work function or employee activities during a certain period related to organizational goals. An employee's performance is a combination of his abilities or competencies, efforts and opportunities that can be measured from the resulting effects on the work done. Performance can also be interpreted as the success of an individual employee as a human resource in the organization doing his job and the measure of success of each employee depends on the function of his job, in other words the measure of success of employee performance is based on the size and type of work that the employee is doing supported by the ability or competencies that the employee has.

Performance problems are not limited to how much the organization is able to empower human resources as members of the organization to achieve the desired work results, but further is how successful the organization can encourage employee motivation and satisfaction to work as much as possible so that they can achieve the expected performance. One way to encourage employee motivation and satisfaction is to provide compensation or remuneration in this case is adequate direct or indirect compensation, so that employees feel that the organization has paid attention and appreciates what they have done for the benefit of the organization, by Thus, employee performance will be achieved, but on the other hand if the organization pays less attention to this in terms of providing employee compensation, it is not impossible that employees are not motivated at work so that as a result performance is not achieved according to organizational expectations and as a result of employee dissatisfaction with compensation, it will make performance even worse. decrease.

Based on the background of this problem, the authors are interested in conducting research with the title "The Influence of HR Empowerment, Motivation and Rewards on the Performance of CV. Satria Asparingga Bersinar"

Formula of the Problem

Based on the background of the problem above, the formulation of the problem in this study is:

1. Does the empowerment of HR partially affect the performance of CV. Satria Asparingga Shine?
2. Does motivation partially affect the performance of CV. Satria Asparingga Shine?
3. Does the award partially affect the performance of CV. Satria Asparingga Shine?
4. Does the empowerment of human resources, motivation and appreciation simultaneously affect the performance of CV. Satria Asparingga Shine?

LITERATURE REVIEW

1. Performance

Understanding Performance. The definition of performance or performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization that is poured through the strategic planning of an organization. The meaning of the word performance comes from the words job performance and is also called actual performance or work performance or the actual achievements that have been achieved by an employee Wilson (2015: 69). Meanwhile, according to Sedarmayanti (2018: 260) suggests that, "Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their

respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violates the law and is in accordance with morals and ethics. Then, performance is the result of a process that refers and is measured over a certain period of time based on pre-determined provisions or agreements (Edison, 2016: 190).

According to the Oxford dictionary, performance (performance) is an action process or a way of acting or performing organizational functions. Moehariono (2018;72) In his book concludes the notion of employee performance or performance deficit or performance deficit or performance as a performance result that can be achieved by a person or group of people in an organization both qualitatively and quantitatively, according to their respective authorities, duties and responsibilities. -each in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals or ethics. Performance or performance is a description of the level of achievement of an implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization which is poured through planning an organizational strategy. Actually, performance is a construct, where many experts still have a different point of view. differ in defining performance, as suggested by Ronnins. Suggests that performance is a function of the interaction between ability and ability (A) Motivation (M) and opportunity (O), namely $performance = f(A \times M \times O)$. This means that performance is a function of ability, motivation and opportunity.

Performance as the results of the work function / activity of a person or group in an organizational activity that is influenced by various factors to achieve organizational goals within a certain period. responsibility in an organization. The implementation of the work / work achievement is directed to achieve organizational goals within a certain period of time.

Siswanto (2015:11) says that performance is measured with instruments developed in the study which are incorporated in general performance measures and then translated into basic behavioral assessments, including:

1. Working quantity
2. Quality of work
3. Knowledge of work
4. Planning activities.

Employee performance is a result achieved by the employee in his work according to certain criteria that apply to a particular job, employee performance can be seen from the following indicators:

- a. decisions on all the rules that have been set by the organization.
- b. can carry out his duties or work without errors or with the lowest error rate.
- c. accuracy in carrying out tasks.

Aspects of employee performance can be seen as follows:

- a. The results of work, how a person gets something he does.
- b. HR Empowerment is accuracy in carrying out tasks, how a person completes his work in accordance with the demands of the time needed.
- c. Responsibility and cooperation, how someone can work well even in the presence or absence of supervision.

The above aspects are in line with Prabu Mangkunegara (2016: 67) that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

From the various descriptions above, it can be emphasized that employee performance is, performance is a comparison of the work achieved by employees with predetermined standards. Performance also means the results achieved by a person, both quantity and quality in an organization in accordance with the responsibilities given to him.

2. Factors Affecting Employee Performance

Performance is the result of work that can be achieved by a person or group of people. The factors that affect employee performance according to Pabundu (2016: 27) are as follows:

1. Effectiveness and Efficiency If a certain goal can finally be achieved, we may say that the activity is effective, but if the consequences are not sought, the activity assesses the importance of the results achieved so that it results in satisfaction even though it is effective, it is called inefficient. On the other hand, if the desired result is not important or trivial, then the activity is efficient.
2. Authority (authority) Authority is the nature of a communication or order in a formal organization that is owned by a member of the organization to another member to carry out a work activity in accordance with his contribution. The commandment says what can be done and what cannot.
3. Empowering HR HR empowerment is obeying applicable laws and regulations. So, employee HR Empowerment is the activity of the employee concerned in respecting the work agreement with the organization where he works.

Initiatives Initiatives are related to the power of thought and creativity in forming ideas to plan something related to organizational goals.

3. Types of Employee Performance Appraisal

The types of performance appraisal according to Rivai and Sagala (2015: 562):

1. Assessment only by superiors: can be done quickly and directly, can lead to distortion due to personal considerations
2. Assessment by line groups: the supervisor and his superiors again discuss the performance of their subordinates being assessed. Objectivity is more accurate than if only by the supervisor himself and highly rated individuals can dominate the assessment.
3. Assessment by the staff group: the supervisor asks one or more individuals to consult with him; direct supervisor who makes the final decision such as a reasonable and reasonable combined judgment.
4. Evaluation by committee decision: the same as the previous pattern except that the manager in charge no longer makes the final decision; the results are based on majority choice eg extending extreme judgment and weakening the integrity of the manager in charge.
5. Assessment based on field review: same as for staff groups, but involves a representative on loan from the head of development or HR department acting as an independent reviewer eg bringing one mind set into a large cross-sectoral assessment.
6. Assessment by subordinates and peers, may be too subjective and may be used in addition to other assessment methods.

4. Employee Performance Appraisal Method

The method for measuring employee performance according to Rivai and Sagala (2015: 563) is an approach oriented to:

Past Oriented Assessment Method

There have been several methods of assessing past performance, and most of them are an attempt to minimize the specific problems encountered in these approaches. These assessment techniques include:

- a. Rating Scale (rating Scale). This is the oldest and most widely used method in performance appraisal, where the appraisers are required to make an assessment related to the work of employees on certain scales, from the lowest to the highest.
- b. List of statements (checklist). Assessment based on this method consists of a number of statements that describe the various levels of behavior for a particular job. The appraiser just chooses words or statements that describe the employee's appreciation and work results.
- c. Method with directed selection (Forced Choice Method). This method is designed to increase objectivity and reduce subjectivity in assessment. One of the basic goals of this choice approach is to reduce and eliminate the possibility of biased judgments by forcing a choice between descriptive statements that appear to have the same value.
- d. Critical Incident Method (Critical Incident Method). This method is a selection based on the rater's critical record of employee behavior, such as very good or very bad in carrying out the work.

- e. Achievement Record Method. This method is closely related to the critical event method, namely improvement notes, which is widely used especially by professionals. For example, appearance, speaking skills, leadership roles, and other work-related activities.
- f. The rating scale is associated with behavior (behaviorally anchored rating scale=BARS). This method is a way of evaluating employee performance for a certain period of time in the past by linking the work performance rating scale with certain behaviors.
- g. Field Review Method (Field Review Method). Here the supervisor goes to the field together with experts from HR. HR specialists receive information from their immediate superiors regarding the performance of their employees, then evaluate based on that information.

5. Employee Performance Indicator

In the employee performance variable, the author adapts the indicators proposed by Anwar Prabu Mangkunegara (2016), which are as follows;

1. Quantity of work All kinds of units of measure related to the amount of work that can be expressed in numerical measures or other numerical equivalents.
2. Quality of work results All kinds of units of measure related to the quality or quality of work that can be expressed in numerical measures or other numerical equivalents.
3. Punctuality
4. Effectiveness in carrying out tasks Various resources wisely and in a cost-effective manner.
5. Independence

6. Human Resources

Understanding Human Resources. Basically human resources is a translation of "human resources". According to Sutrisno (2017: 3) states that "Human resources are the only resources that have a sense of feeling, desire, skill, knowledge, encouragement, power, and work (ratio, taste, and intention)". According to Sedarmayanti (2017:11) explains the notion of Resources, namely: "Human Resources are all the potential possessed by humans that can be donated/given to the community to produce goods and services". The definition of human resources according to Werther and Davis in Sutrisno (2017:4) states that: "Human resources are employees who are ready, capable, and alert in achieving organizational goals".

The definition of human resources according to Sedarmayanti (2017:11) suggests that: "Human Resources are potential abilities possessed by humans, which consist of the ability to think, communicate, act, and have moral character to carry out an activity (technical and managerial".

Based on the above definition that human resources are the abilities of employees or humans themselves who have the ability to think, communicate, and are morally capable of carrying out an activity to achieve the goals of the organization. employees who can be donated or given to the community to produce goods and services.

7. Human Resource Management

Human resource management is a strategic area of an organization, as for the notion of human resource management according to Schuler, et al in Sutrisno (2017:6), stating that: Human resource management is an acknowledgment of the importance of the organization's workforce as a very important human resource. important in contributing to organizational goals, and using several functions and activities to ensure that human resources are used effectively and fairly for the interests of individuals, organizations, and society. The definition of human resource management according to Sedarmayanti (2017:15) states that : "The process of utilizing humans as human labor, so that all physical and psychological potentials that are owned function optimally to achieve goals".

Based on the theories above, human resource management is the activity of planning, developing, maintaining, and using human resources as workers in an organization productively in achieving organizational goals and satisfying the needs of individual workers, and how to manage, regulate an organization by maximizing existing human resources so that human resources work together with one another to achieve organizational goals.

8. Definition of HR Empowerment

Empowerment comes from the word "power" which means "control, authority, dominion". Empowering means is passing on authority and responsibility, which is more empowered than before in terms of authority and responsibility, including the individual abilities it has. Empowerment is generally defined as "more empowered than before, both in terms of authority, responsibility and the ability of the individual who has it". Human resources can be interpreted as "power that comes from humans", the power that comes from humans in the sense that it can be addressed in terms of energy, power, ability, role, authority, responsibility, having abilities, namely: knowledge, skills, and attitudes.

Based on the above understanding that empowerment and human resources can be concluded as an effort to further empower the "power" possessed by humans themselves in the form of competence, authority, and responsibility in order to improve organizational performance. The definition of human resource empowerment according to Sedarmayanti (2017: 311) says that: Human resource empowerment is a process of business activities to further empower "human resources" through change and human development itself, in the form of ability, trust, authority, and responsibility. in the context of implementing organizational activities to improve performance as expected.

According to Stewart in Kadarisman (2017:224) put forward a theory of HR empowerment with the term "employee" known as "the eight e's of empowerment" it is said that: "People want to do a good job and will do so if you let them". (On the basis of this description, it can be emphasized that this does not mean eliminating control altogether for employees, but giving employees the flexibility and authority to regulate and develop their abilities in completing their duties and responsibilities in a more positive direction).

9. Aspects/Components of Human Resources Empowerment

According to Sedarmayanti (2017: 313), aspects/components that need attention in the context of empowering human resources are:

1. Employee abilities include: knowledge, skills, and attitudes or behavior.
2. Placement of employees in accordance with the demands of the needs of positions in an organization, meaning that employees who are placed in a position are always associated with the abilities of the employee concerned.
3. Clear authority.
4. Clear employee responsibilities.
5. Trust in employees.
6. Support for employees.
7. Leadership.
8. Motivation.

10. HR Empowerment Goals in Organizations

The purpose of empowering human resources is to make human resources more skilled and capable. The objectives of HR empowerment are as follows:

- a. Have / have the ability (competency)
- b. Have clear authority
- c. Having an accountable responsibility The importance of empowering human resources, because of its benefits to various other sources and synergizing every process of organizational activities, empowerment plays an important role in the organization.

Meanwhile, according to Sedarmayanti (2017:313) the benefits of empowering human resources include:

- a. As a management tool in order to empower various sources to achieve the goals that have been set
- b. As a management reformer in order to improve organizational performance
- c. As an initiator of the organization in order to take advantage of opportunities to improve and develop the organization

- d. As a mediator to other parties in order to improve organizational performance
- e. As a thinker in the context of organizational development

11. Dimensions of HR Empowerment

Human Resource Empowerment can achieve the expected goals, so its implementation needs to be based on several dimensions of HR empowerment, according to Stewart in Kadarisman (2017:225) employees must be given several possibilities to be able to develop their abilities, namely:

1. Developing a shared vision (envision) Having a common vision, all employees know exactly where this organization is going. By understanding the goals of the organization, most of the organization's activities will be coordinated by itself.
2. Educate employees. Employees need to be given education. Education here is more theoretical and philosophical, with the aim of learning. In this learning there is an implicit understanding, and through understanding it is possible for employees to become innovators, initiative takers, creative problem solvers, and become effective and efficient employees in doing work.
3. Eliminating obstacles (eliminate) It is stated that leaders who empower their human resources must eliminate or minimize all obstacles or obstacles that hinder the empowerment efforts that will be and are being built. Such as unnecessary provisions, people who deliberately block them, various administrative procedures that hinder and other technical obstacles.

Based on the above theories that HR empowerment is an empowered "human" resource, a very practical and productive way to get the best and one of the strategies to improve HR through the development and improvement of HR capabilities such as potential, authority, and employee responsibilities. . Through the development and improvement of existing human resources capabilities, more will be empowered to produce high work productivity and the goals of the organization can be achieved optimally.

12. Motivation

Understanding Work Motivation. Motivation is the thing that causes, distributes, and supports human behavior, so that they want to work hard and enthusiastically achieve optimal results. Mc Clelland in Malayu SP Hasibuan (2015:162) explains that: "Motivation is a potential energy reserve that a person has to be used and released. which depends on the strength of the drive and the opportunities that exist where the energy will be utilized by employees because of the motive power of basic needs, expectations and value incentives. According to Robbins in Sutrisno (2016: 111), motivation is a person's willingness to try as optimally as possible in achieving organizational goals. influenced by the ability of efforts to satisfy some individual needs.

Motivation questions how to encourage the passion of subordinates, so that they are willing to work hard by giving all their abilities and skills to achieve goals. work is very important for the high and low performance of the company. From some of the opinions mentioned above, it can be concluded that the importance of motivation is because motivation is the desire of oneself to act without any external stimulation so that they are willing to work hard and enthusiastically achieve optimal results.

13. Characteristics of Work Motivation and Work Motivation Factors

Individual motivation can arise from within the individual itself or is called intrinsic motivation and can also come from outside or extrinsic motivation. Robbins and Judge (2015: 223), motivation has the following characteristics:

1. Compound;
2. Can be fickle;
3. Different for each individual and;
4. There are several motives that are not realized by the individual concerned.

Motivation as a psychological process in a person will be influenced by several factors. These factors can be divided into two, namely:

1. Internal Factor

Internal factors that can affect the motivation of a person, among others: the desire to live, the desire to have, the desire to get appreciation, the desire to gain recognition, and the desire to power.

2. External Factors

External factors are also no less important in weakening one's work motivation, including: motivational conditions, adequate compensation, good supervision or leader, job guarantees, status and responsibilities, and flexible regulatio

14. Work Motivation Indicator

According to McClelland (2015: 168), the indicators of work motivation are as follows:

1. Likes responsibility for solving problems
2. Have clear and realistic goals
3. Have a comprehensive work plan
4. More concerned with real feedback about the results of his achievements.
5. Happy with the task and always want to complete it perfectly

15. Appreciation

Definition of Award. For the performance of the work given by the manager and the results obtained, workers receive wages or salaries. Meanwhile, to improve performance, managers provide incentives for workers who can provide work performance that exceeds the expected performance standards. In addition to wages, salaries, and incentives, leaders often provide other additional income in an effort to better appreciate the performance of their employees.

Several experts explain the definition of the award, including: "All that are appreciated and desired sources human powerable and willing to be given by the company instead of a given contribution of human resources". It means that everything that is valued and desired by capable human resources is given by the company in exchange for the contribution made by these human resources. (Gibson 2014:3, Translated by Saragih, 2014:5)

Meanwhile, another expert opinion: "The award is a form of appreciation for the effort to get a professional workforce in accordance with the demands of the position, a balanced coaching is needed, namely an activity of planning, organizing the use, and maintenance of the workforce so that they are able to carry out their duties effectively and efficiently in achieving goals. organizational goals." (Handoko, 2013: 66)

"Incentives that link pay on the basis of increasing employee productivity to achieve competitive advantage and goals." (Simamora, 2014:514).

Based on the understanding of the award according to some of the experts above, it can be said that all income in the form of money, goods directly or indirectly received by employees as compensation or services provided by the company.

16. Award Purpose

In a broad sense, the organizational reward system is everything that human resources are able and willing to give and are willing to give in exchange for the contributions made by these human resources. It is further divided into various financial and non-financial awards. While money is a powerful tool for employees and their performance, the impact of non-financial rewards is equally significant for employees.

According to Ivancevich, Konopaske and Matteson in Gania (2006:226) the main objectives of the Awards program are:

1. Attract qualified people to join the organization.
2. Keep employees coming to work.
3. Encourage employees to achieve high levels of performance.

Awards can bridge the gap between company goals and individual hopes and aspirations (Sedamaryanti, 2013:83). To be effective, the organizational reward system must provide 4 things, namely:

1. The level of appreciation for meeting the basic needs of the company.
2. Similarity to the external labor market.
3. Equality within the organization.
4. Treatment based on individual needs of members of the organization.

Awards are broadly created to attract, retain, and improve employee performance in the company. However, the more important goal in it is justice for equality which can be achieved with the following three dimensions:

1. Internal similarity: based on the quality of what employees provide for the company.
2. External Similarity: adjusted for the average payout of other companies.
3. Individual Equality: fair pay among individuals who do the same or similar work.

Employees want rewards that are commensurate with what they give to the company and the same as those received by other employees with similar jobs. If employees don't get it, they tend to reduce their contribution or even leave the company. So in a broader sense, the reward system is designed to be able to attract attention, retain and encourage employees to work more productively. Where the reward system must reflect rewards for employees and the company.

17. Award Type

The main components of the Reward system consist of the following elements (Mahmudi 2013: 181):

1. Salary and Bonus Salary is a very important component of rewards for salaried employees in this case includes basic salary and additional financial compensation in the form of bonuses and shares (stock options or stock grants). Rewards for high performance can be given in the form of salary increases, bonuses or shares. The salary package offered as an Award includes the following components:
 - a) Increase in base salary
 - b) Additional honors
 - c) Short term incentives
 - d) Long term incentives
2. Welfare Welfare can be measured in value. Various employee welfare programs are offered by the organization as a form of award for work presentations, for example:
 - a. Allowances, including position allowances, structural allowances, health benefits, children's education benefits, and old age allowances.
 - b. Work facilities, such as official vehicles and private drivers.
 - c. Spiritual welfare, for example recreation, vacation, worship packages, and so on.
3. Career Development Career development is a performance prospect in the future. This career development is important given to employees who have satisfactory work performance so that the employee's value is higher so that they are able to provide even better performance in the future. Career development provides opportunities for outstanding employees to learn and improve their knowledge, skills and expertise. Awarding through career development can take the form of:
 - a. Assignment for further study.
 - b. Assignment to attend training programs, courses, seminars.
 - c. Assignment for internship or comparative study.
4. Psychological and social rewards Psychological and social rewards are more difficult to measure financially, but the value of these rewards is important for employees. Some of these psychological and social rewards are, for example:
 - a) Promotion
 - b) Giving trust
 - c) Increased responsibility
 - d) Better job placement

- e) Confession
- f) Praise.

18. Award Indicator

According to Dicky Saputra (2017) the award indicators (awards) are as follows:

1. Compensation Wages are paid based on the hours worked, the number of goods produced or the number of services provided.
2. Salary A form of periodic payment from a manager to his employees stated in an employment contract.
3. Incentives Special compensation given to the company beyond the main salary to help motivate or encourage the employee.
4. Benefits Like pension funds, hospitalization and vacations are not related to employee performance, but are based on seniority or attendance records.
5. Interpersonal Rewards Usually called interpersonal rewards, managers have a lot of power to distribute interpersonal rewards, such as status and recognition.
6. Promotion Make promotional awards an effort to place the right people. Performance, when measured accurately, often provides significant consideration in the allocation of promotional rewards.

RESEARCH METHODS

In this study the researchers used the following data collection methods:

1. Field Research (field research)
The researcher directly collects data in the field by conducting direct interviews with the informants and distributing several questions and statements in the form of a questionnaire (questionnaire) to the respondents.
2. Library Research (library research)
The researcher conducted a literature study to obtain secondary data by seeking information from books, previous studies, and relevant journals as a guide for theories in strengthening thesis writing.

Data collection technique

Researchers will distribute questionnaires in the form of statements and questions to employees of CV. Satria Asparingga Shine. The Likert scale is the scale that will be used in measuring the data that has been collected by the researcher. According to Sugiyono (2018: 134), the Likert scale has uses to measure the behavior, arguments, and thoughts of individuals or groups regarding social phenomena.

Table 1. Likert Scale Instruments

No	Item Instrument	Skor
1	Strongly Agree (SS)	5
2	Agree (S)	4
3	Disagree (KS)	3
4	Not agree (TS)	2
5	Strongly Disagree (STS)	1

After the data is collected, it is then presented into a frequency distribution tape for descriptive analysis. Descriptive analysis consists of descriptive respondents and descriptive research variables. Analysis of the data used is by using multiple linear regression analysis, and the coefficient of determination. The analytical tool used in this research is statistical test, namely t test and F test.

RESULTS AND DISCUSSION

1. Research result

a. Description of Respondent Identity

This study uses one dependent variable, namely performance (y), and three independent variables, namely HR empowerment (x1), motivation (x2), and rewards (x3). The population used in this study were all employees of CV. Satri Asparingga Bersinar with the number of samples taken as many as 100 respondents. In order to obtain respondents, in this study, attention was paid to the identity of respondents based on gender, length of work, age and education level of respondents.

Table 2. Number of Respondents by Gender

Description of Respondent	Frequency(person)	Percentage(%)
Gender		
a. man	41	75,9
b. woman	13	24,1
Age		
a.<20 years old	7	13
b.20-30 years	28	51,9
c.31-40 years old	15	27,8
d.>40 years old	4	7,4
Education		
a. High school/equivalent	24	44,44
b.D1	0	0
c.D3	14	25,9
d.S1	16	29,6
e.S2	0	0
Length of work		
a.<1 year	10	18,5
b.1-5 years	27	50
c.>5 years	17	31,5

b. Description of HR empowerment variable (X1)

The results of the study of 54 respondents to 4 items of HR empowerment statements (X) on employees of CV. Satria Asparingga Bersinar can be seen in table 3.

Table 3. Percentage of Respondents' Assessment of HR Empowerment (X1)

NUMBER ITEMS	ANSWER ASSESSMENT (%)					TOTAL
	5	4	3	2	1	
1	35,19	44,44	20,37	-	-	100
2	18,52	57,41	24,07	-	-	100
3	20,37	66,67	12,96	-	-	100
4	22,22	48,15	29,63	-	-	100
Average	24,08	54,17	21,76	-	-	100

c. Description of Motivation Variable (X2)

The results of the assessment of 54 respondents on 3 items of motivational statements (X2) on employees of CV. Satria Asparingga Shining can be seen in table 4.

Table 4. Percentage of respondents' assessment of motivation (X2)

NUMBER ITEMS	ANSWER ASSESSMENT (%)					TOTAL
	5	4	3	2	1	
1.	31.48	46.30	22.22	-	-	100
2.	51.85	48.15	-	-	-	100
3.	53.70	46.30	-	-	-	100
Average	45,68	46,92	7,41	-	-	100

d. Description of Reward Variables (x3)

The results of the assessment of 54 respondents on 4 items of appreciation statements (X3) on employees of CV. Satria Asparingga Shining can be seen in table 5

Table 5. Percentage of respondents' assessment of the award (X3)

NUMBER ITEMS	ANSWER ASSESSMENT (%)					TOTAL
	5	4	3	2	1	
1	59,19	40,81	-	-	-	100
2	57,41	24,07	18,52	-	-	100
3	66,67	20,37	12,96	-	-	100
4	48,15	22,22	29,63	-	-	100
Average	57,86	26,87	15,28	-	-	100

e. Description of Performance Variable(Y)

The results of the assessment of 54 respondents on 4 items of performance statements (Y) on employees of CV. Satria Asparingga Shining can be seen in table 6

Table 6. Percentage of respondents' assessment of performance (Y)

NUMBER ITEMS	ANSWER ASSESSMENT (%)					TOTAL
	5	4	3	2	1	
1	31,48	46,30	22,22	-	-	100
2	51,85	48,15	-	-	-	100
3	53,70	46,30	-	-	-	100
4	20,37	72,22	7,41	-	-	100
Average	39,35	53,24	7,5	-	-	100

2. Discussion

Research Instrument Test

1. Validity Test

Validity test is carried out to determine whether the measuring instrument that has been compiled is truly capable of measuring what should be measured. Validity testing is carried out by collaborating between instrument item scores and product moment correlations.

a. HR Empowerment (X1)

HR Empowerment (X1) consists of four statement items filled out by respondents. The results of the validity test of the HR empowerment variable (X1) can be seen in table 7

Table 7. Validity Test Results of HR Empowerment (X1)

Pernyataan	r_{hitung}	$r_{tabel} = r_{\alpha;n-2} = r_{0,05;28}$	Keterangan
No.1	0,580	>0,374	Valid
No.2	0,631	>0,374	Valid
No.3	0,749	>0,374	Valid
No.4	0,506	>0,374	Valid

b. Motivation (X2)

Motivation (X2) consists of four statement items filled in by the respondent. The results of the validity of the motivation variable (X2) can be seen in the table. Motivation (X2) Consists of three indicators and each indicator consists of five statements with a total of 15 statement items filled in by the respondent. The results of the validity test of the motivation variable (X2) can be seen in table 8.

Table 8. Motivation Test Results (X2)

Pernyataan	r_{hitung}	$r_{tabel} = r_{\alpha, n-2} = r_{0,05; 28}$	Keterangan
No.1	0,540	>0,374	Valid
No.2	0,671	>0,374	Valid
No.3	0,650	>0,374	Valid

c. Awards (x3)

HR Empowerment (X1) consists of four statement items filled out by respondents. The results of the validity test of the HR empowerment variable (X1) can be seen in table 9.

Table 9. Validity Test Results of HR Empowerment (X1)

Pernyataan	r_{hitung}	$r_{tabel} = r_{\alpha, n-2} = r_{0,05; 28}$	Keterangan
No.1	0,580	>0,374	Valid
No.2	0,631	>0,374	Valid
No.3	0,749	>0,374	Valid
No.4	0,506	>0,374	Valid

d. Performance(Y)

Performance (y) consists of four statement items filled out by the respondent. The results of the validity test of the HR empowerment variable (X1) can be seen in table 10.

Table 10. Validity Test Results of HR Empowerment (X1)

Pernyataan	r_{hitung}	$r_{tabel} = r_{\alpha, n-2} = r_{0,05; 28}$	Keterangan
No.1	0,580	>0,374	Valid
No.2	0,631	>0,374	Valid
No.3	0,749	>0,374	Valid
No.4	0,506	>0,374	Valid

2. Reliability Test

In this study to test the reliability using the Cronbach alpha technique. Cronbach's alpha is used to determine whether a research instrument is reliable if the reliability coefficient value (r_{11}) > 0.6. The results of the reliability test can be seen in table 11.

Table 11. Reliability Test Results

Variabel	Alpha Cronback	Information
HR Empowerment (X1)		Reliable
Motivation (X2)		Reliable
Awards (X3)		
Performance (Y)		

Classic assumption test

1. Normality Test

The normality test is used to test whether the residual value resulting from the regression is normally distributed or not.

Table 12. Normality Test Results

		Unstandardized Residual
N		54
Normal Parameters	Mean	,0000000
	Std. Deviation	3,60803139
Most Extreme Differences	Absolute	,131
	Positive	,080
	Negative	-.131
Kolmogrov-Smirnov Z		,963
Asymp. Sig. (2-tailed)		,312

2. Heteroscedasticity Test

Heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another observation.

Table 13. Heteroscedasticity Test Results

Model	Unstandardized Coefficient		Standardized Coefficient	T	Sig
	B	Std. error	Beta		
1(Constant) HR Empowerment	7,067	4,190		1,687	,098
	-,025	,023	-,147	-1,073	,288

Hypothesis test

Coefficient of Determination. The coefficient of determination is used to determine how much variation in performance can be explained by the variable HR empowerment.

Table 14. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,342	,117	,100	3,643

T Uji Test

T test is a test that aims to determine the effect of HR empowerment on performance. Based on the significant value obtained a significance value of $0.011 < (0.05)$ So it was decided that H1 was accepted and H0 was rejected. This means that there is an influence between the empowerment of HR (x) on performance (y).

CONCLUSION

Conclusion

Based on the results of data analysis and discussion, the authors obtain conclusions that can be drawn from research on the analysis of the influence of HR empowerment, motivation, and rewards on performance in CV. Satria Asparingga Shines as follows:

1. Empowerment of HR affects the performance of CV employees. Satria Asparingga Shines 11.7% .
2. Based on the significant value obtained a significance value of $0.011 < (0.05)$ So it was decided that H1 was accepted and H0 was rejected. This means that there is an influence between the empowerment of HR (x) on performance (y).

Suggestions/ Recommendations

Given the importance of employee performance in advancing a business, it is hoped that the leadership of CV Satria Asparingga Bersinar will pay more attention to the level of HR

empowerment, motivation, and appreciation so that employees are more enthusiastic in doing their work.

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