

**THE EFFECT OF EMPOWERMENT LEADERSHIP, CREATIVITY SELF-EFFICACY,
AND EMPLOYEE ENGAGEMENT ON PERSONNEL PERFORMANCE AND THEIR
IMPLICATIONS ON ACEH LIVESTOCK DEPARTMENT ORGANIZATIONAL
PERFORMANCE**

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ABSTRACT

This research examines the empowerment leadership, Creativity Self-Efficacy, and employee engagement effect on personnel performance and their implications on the organizational performance of the Aceh Livestock Department. The population was 229 employees of the Aceh Livestock Department. The survey used a saturated sample or the census method. The data were tested using AMOS SEM. The result reveals that Empowerment Leadership, Creativity Self-Efficacy, Employee Engagement, Personnel performance, and Organizational Performance of the Aceh Livestock Department have been going well; Empowerment Leadership, Creativity Self-Efficacy, and Employee Engagement significantly affected the Performance of Aceh Livestock Department Employees; Empowerment Leadership, Creativity Self-Efficacy, and Employee Engagement significantly affected the Organizational Performance of the Aceh Livestock Department; and Personnel performance significantly mediated the Empowerment Leadership, Creativity Self-Efficacy, and Employee Engagement effect on the Performance of the Aceh Livestock Department, and the mediation effect is partial. From these findings, it is clear that the model for improving the performance of the Aceh Livestock Department is a function of strengthening empowerment leadership, increasing creativity self-efficacy, increasing employee engagement, and improving personnel performance.

Keyword: Empowerment Leadership, Creativity Self-Efficacy, Employee Engagement, Personnel performance, Organizational Performance.

1. INTRODUCTION

Livestock is an important sector of economic development in Aceh. During 2017-2022 livestock in Aceh was directed at revitalization efforts to re-proportionately reposition the position and role of livestock in the context of regional development and national agriculture. The Aceh Livestock Department has the task of carrying out decentralization authority and deconcentration tasks in the livestock sector.

Based on the Performance Accountability Report of Government Agencies, the Aceh Livestock Department Office in 2021 was declared unable to produce satisfactory performance. One of the reasons for the failure to achieve the performance of the Aceh Livestock Department is due to the COVID-19 pandemic which has provided obstacles and limited space for employees to carry out their duties. In 2020 also experienced a similar thing, causing the Aceh Livestock Department to revise the performance agreement because it was caused by the covid 19 pandemic. Besides being caused by the global disaster, based on the initial survey conducted, it was found

that one of the causes of the low performance of the Aceh Livestock Department was indicated by the low value of the response on the indicators of the ability of employees to meet the expected inputs and outputs and the implementation of the activities of the Aceh Livestock Department has not been fully carried out following administrative principles.

This happens because the determination of inputs and outputs at the beginning of planning did not consider the ability both in terms of human resources and the available budget so the output achieved did not meet the target. And also sometimes there is an error in determining the input and output. Another thing is also caused by the refocusing of the budget for Covid-19 prevention activities in the 2020 and 2021 Fiscal Years. Furthermore, one of the administrative principles that are still lacking is control. Where superiors have not given sufficient attention to controlling subordinates in carrying out their duties. Often the work that is the main task of ASN work is assigned to contract workers. So that the ASN concerned is less responsible for his duties and the results of the work produced are less than optimal.

To improve the performance of the Aceh Livestock Department, it is very important to improve the performance of employees. Leaders must always carry out regular evaluations of the performance of their employees so that the obstacles that are being faced by all employees can be found solutions as soon as possible. Apart from regular assessments, to improve personnel performance, the leadership must always improve teamwork, maintain a harmonious work environment, maintain active communication, and improve the abilities of their employees.

The level of cooperation that has not been good occurs because in the division of tasks some employees are given additional tasks beyond their main duties and responsibilities. While some other employees are only assigned jobs that are not following the main tasks and functions. Another reason is due to the division of working hours shifts in the 2020-2021 Fiscal year which is adjusted to the government's circular following the Covid-19 protocol where some are Work From Office (WFO) and others are Work From Home (WFH). Furthermore, the communication that exists between employees is not so harmonious. This is due to the lack of harmony between high leaders and several heads of field so it affects the lack of good communication between employees. Besides the existence of certain blocks within the service, namely those who are pro-leaders who are in office and those who are not.

In addition, another factor that affects personnel performance and has an impact on organizational performance is empowerment leadership. Empowerment Leadership puts forward a pattern of harmonious relationships between leaders and subordinates to foster empowerment that leads to creativity and innovation. The Aceh Livestock Department shows that the leadership has not been very effective in developing the capacity of each employee, especially in the appointment of employees to participate in training and the provision of additional tasks has not been so evenly distributed. Often employees are selected to take part in additional training and assignments for the same person each year. Furthermore, the Leadership indicator provides delegation of tasks to competent employees. This indicator is not so effective because some personnel who occupy certain positions are not following the competency standards required for these positions, both in terms of education, abilities, training, and certification so they have not been able to realize the delegation of tasks to competent employees.

Another factor that affects personnel performance and has an impact on organizational performance is creativity self-efficacy. Creativity Self-Efficacy is a variable that can generate and raise self-confidence in employees to always behave creatively. The next factor that affects

personnel performance is employee engagement. Employee engagement is a condition that is formed where employees feel they have a good bond with their creativity self-efficacy so that they work with enthusiasm and voluntarily give their best contribution. One form of support for employee engagement with the company is by establishing a status that can promise the continuity of the employees. Employees find meaning in their work, and pride in being part of the organization they work for to achieve the organization's vision and mission.

2.LITERATURE

Organizational Performance

Performance is a word in Indonesian from the root word "work" which translates a word from a foreign language, namely achievement. According to (Keban, 2008) performance (performance) in the organization is defined as the level of achievement of the results of "the degree of accomplishment" or performance is the level of achievement of organizational goals on an ongoing basis. Training relates to the skills and abilities of employees to carry out current jobs. According to (Steers, 2013) understanding, organizational performance is the level that shows how far the implementation of tasks can be carried out in actuality and the organization's mission is achieved. Organizational Performance is a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission, and vision of the organization contained in the strategic planning of an organization (Dwiyanto, 2011). In this paper, organizational performance will also be referred to as Aceh Livestock Department Performance.

Personnel performance

Staff/Employee performance is the result of work in quality and quantity achieved by employees in carrying out tasks according to the responsibilities given (PERMENPAN RB, No. 38 of 2017). (Landy & Conte, 2019) and (Bernardin & Russell, 2013) defines performance as a result achieved by employees in their work according to certain criteria that apply to a job. Employee performance is how well a person performs a job, (Williams, 2016). According to (Steers, 2013) and (Swanson & Holton, 2014) Performance leads to questioning whether the goals or mission of an organization are following the reality of existing economic, political, and cultural conditions or factors. (Aktar, Sachu, & Ali, 2012) and (Atatsi, Curşeu, Stoffers, & Kil, 2020) stated performance is the result of work achieved by a person in carrying out his duties and obligations. Performance is the work achieved by every civil servant in the organization/unit following the Employee Performance system and work behavior (Government Regulation/PP Number 30 of 2019). According to this paper, employee performance will often be referred to as personnel performance as well.

Empowerment Leadership

Empowerment Leadership is the process of influencing subordinates through power sharing, motivational support, and development to promote their experiences of independence, motivation, and ability to work independently within the boundaries, goals, and overall strategy of the organization (Amundsen & Martinsen, 2014) ; (Liu, Lepak, Takeuchi, & Sims, 2003). Empowerment Leadership is the development of four leadership typologies including directive leadership, transactional leadership, transformational leadership, and Empowerment Leadership

(Pearce et al., 2003). Empowerment Leadership is a leadership style that gives employees the freedom to make decisions independently (Forrester, 2000) ; (Zhang & Zhou, 2014) ; (Ahearne, Mathieu, & Rapp, 2005). (Srivastava, Bartol, & Locke, 2006). Thus, it can be shown that coaching leads to a feeling of psychological security within the team that allows experimentation and learning (Hur, 2006). Empowerment Leadership was also found to be associated with the learning process team, for sharing information, communicating openly, and giving and seeking feedback (Manz & Sims, 1987) ; (Kirkman, Bryan, Shapiro, & Fischer, 2001).

Creativity Self-Efficacy

Employee creativity can fundamentally contribute in the form of innovation, and effectiveness, which will keep an organization alive (Amabile, 2000) ; (Wang, Tsai, & Tsai, 2014). Forming creative abilities can be done because of the ability of oneself and the environment (Tierney & Farmer, 2002). Someone who has Creativity Self-Efficacy will be able to produce creativity, namely ideas that are original and relevant, and useful for the organization (Oldham & Cummings, 2017). Explained in research (Diliello, Houghton, & Dawley, 2011) that Creativity Self-Efficacy is a self-assessment of creative potential, namely one's belief in creating or developing creative ideas and solutions. In the explanation, it is also said that the amount of Self-Efficacy that exists in a person will be able to develop their competence and activeness.

Employee Engagement

Employee engagement is the level when employees are willing to work and be directly involved in their work and devote all their abilities to the job (Pandey & David, 2013) ; (Brunetto, Shacklock, Teo, & Farr-Wharton, 2014) ; (Ravichandran, Arasu, & Kumar, 2011) ; (Risher, 2010). In addition to this view, there is another side put forward by (Macey & Schneider, 2008) and (Thomas, 2007) which complements his view of Employee Engagement in the form of a stable psychological state and is a result of the interaction between an individual and the environment in which the individual works. As for (Albrecht, 2010), Employee engagement is a state of employees who are directly involved psychologically with their work. Employees will be physically, cognitively, and emotionally involved while showing their performance at work. (Schaufeli, Martínez, Pinto, Salanova, & Arnold B. Bakker, 2002) revealed that Employee Engagement brings employees to a positive state of self-fulfillment, thereby fostering a sense of belonging, and ultimately employees will find it difficult to break away from work. In this paper, employee engagement will often be referred to as engagement only.

Model and Hypothesis

The researchers formulated the framework and hypothesis as follows.

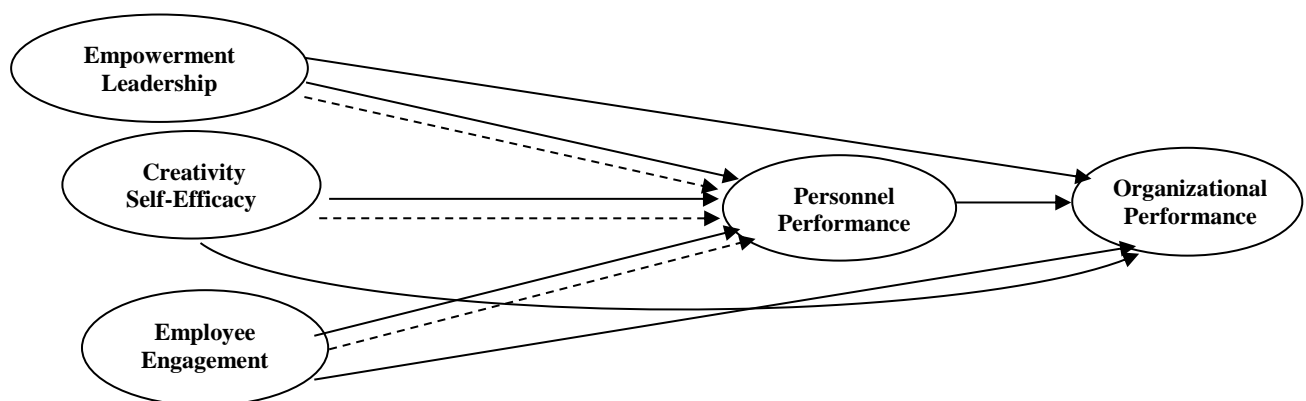


Figure 1. Model

- H1 : Empowerment Leadership, Creativity Self-Efficacy, Engagement, Personnel performance, and Organizational Performance of the Aceh Livestock Department have been going well.
- H2 : Empowerment Leadership Affects the Performance of Aceh Livestock Department Employees.
- H3 : Creativity Self-Efficacy Affects Personnel performance
- H4 : Engagement Affects Personnel performance
- H5 : Empowerment Leadership Affects Organizational Performance
- H6 : Creativity Self-Efficacy Affects Organizational Performance
- H7 : Engagement Affects Organizational Performance
- H8 : Personnel performance Affects Organizational Performance
- H9 : Personnel performance Mediates the Empowerment Leadership effect on Organizational Performance
- H10: Personnel performance Mediates the Creativity Self-Efficacy effect on Organizational Performance
- H11: Personnel performance Mediates the Engagement effect on Organizational Performance

Novelty

Studies on Empowerment Leadership, Creativity Self-Efficacy, Engagement, personnel performance, and organizational performance have been conducted by several researchers. However, in their studies, in general, they have not placed personnel performance as an intermediary variable for organizational performance. In general, their research places personnel performance as the dependent variable for Empowerment Leadership, Creativity Self-Efficacy, and Engagement. In contrast to some previous researchers, this study attempts to analyze the effect of Empowerment Leadership, Creativity Self-Efficacy, and Engagement on the organizational performance of the Aceh Livestock Department which is mediated by personnel performance. The study of the relationship between these variables has never been concretely disclosed by the researcher. Thus, through this study, empirical information regarding the direction and significance of the influence of these three variables can be disclosed in explaining the personnel performance and organizational performance of the Aceh Livestock Department which has not been disclosed by researchers. Engagement Personnel performance as an intermediary variable

between organizational performance on the one hand, with Empowerment Leadership, Creativity Self-Efficacy, and Engagement, on the other hand, is part of the novelty of this research.

3.METHOD

This survey was conducted at the Aceh Livestock Department Office in Banda Aceh City. The X variables used as the object were Empowerment Leadership (X1), Creativity Self-Efficacy (X2), Employee Engagement (X3), Personnel performance as variable Y, and Organizational Performance as Variable Z. The population was 229 employees of Aceh Livestock Department. The sample of this study was taken using a census method. The number of employees of the Aceh Livestock Department is presented in Table 1 below

Table 1. Employees by Field/Division until 2021e

No.	Work unit	Amount
1.	Legal, Employment, and Legal Sub-Section	33
2.	Sub Division of Finance and Asset Management	25
3.	Feed Field	16
4.	Information and Relations Program Sub-Section	13
5.	Animal and Veterinary Health Sector	28
6.	Management and Marketing of Livestock Products	17
7.	Livestock Breeding and Production	25
8.	UPTD Veterinary Laboratory	31
9.	UPTD Artificial Insemination and Incubator	20
10.	UPTD Non-Ruminant Livestock Center	21
Amount		229

Source: Secretariat of Human Resources Aceh Livestock Department, (2021)

The data was collected using a questionnaire with a Likert scale and were tested using the AMOS SEM application. The measurement indicators were:

1. To measure organizational performance using indicators as disclosed by (Dwiyanto, 2011) namely (a) The ability of employees to meet the inputs and outputs expected by the organization, (b) Products produced according to standards and meet customer needs, (c) The ability of public organizations to carry out their mission and objectives, especially in meeting community needs, (d) Implementation activities of public organizations are carried out following administrative principles. (e) Implement the objectives of the vision, mission, benefits, and results obtained through the organization
2. To measure personnel performance, use indicators as stated in Permenpan RB No 38 of 2017 namely (a) Employees have high integrity (b) Employees have a good level of cooperation, (c) Communication among employees is harmonious, (d) The orientation of employees is always focused on optimal results, (e) Public services provided by employees are following administrative standards, (f) Employees always try to develop their ability to work and help co-workers in every difficulty they face, (g) Employees can manage change well, (h) Employees make decisions that are following administrative procedures
3. To measure empowerment leadership using indicators as expressed by (Amundsen & Martinsen, 2014) namely: (a) The organization always respects the work of its members, (b) the organization develops the capabilities of each member, (c) the organization builds a

community that always focuses on realizing the vision and mission, (d) the organization delegates tasks to each competent member, (e) The organization provides support to each of its members in completing tasks

4. To measure creativity self-efficacy using indicators as expressed by (Tierney & Farmer, 2002) namely: (a) Employees feel they will generate new ideas, (b) Employees feel confident in their ability to solve problems creatively, (c) Employees can develop ideas that come from other people, (d) Employees believe they can carry out appropriate actions. will be carried out in completing tasks, (e) Employees can withstand obstacles and obstacles, (f) Employees are confident that they can complete the assigned tasks correctly
5. To measure employee engagement using indicators as disclosed by (Pandey & David, 2013) namely: (a) Development opportunities, (b) Work balance, (c) Superior-subordinate relationships, (d) Work support, (e) Rewards, and recognition, (f) Policies and communication, (g) Appropriate compensation, (h)) Job training, (i) Job clarity, (j) Pride in the company

4.RESULT

H1 : Descriptive Hypothesis

Descriptive testing was carried out for H1 using a one-sample test with a cut-off value of 3.41 with the following results:

Table 2. Testing H1

	Test Value = 3.41					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Empowerment Leadership	-4.454	223	.000	-.33515	-.4560	-.2123
Creativity Self-Efficacy	-3.410	223	.000	-.13321	-.2329	-.0335
Employee Engagement	-2.914	223	.003	-.14372	-.2410	-.0424
Personnel performance	-.812	223	.010	-.15203	-.1740	.0710
Organizational Performance	-3.214	223	.005	-.13072	-.2210	-.0344

Source: SPSS Output, 2022 (processed).

Table 2 shows the significance level with an alpha of 5% is all below 0.05, so it concludes all the variables in this study, namely empowerment leadership, creativity self-efficacy, engagement, and organizational performance have been going well. Thus rejecting H0 and accepting H1.

Direct Effect

SEM provided the results are shown below.

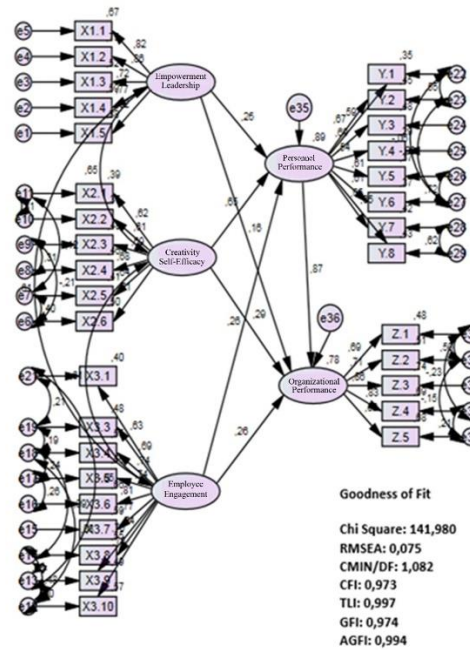


Figure 2. Structural Test

Based on figure 2, the results are revealed below.

Table 3. Regression Weight

Endogenous Variable		Variable Exogenous	Estimate		S.E.	C.R.	P
			Std.	Unstd.			
Personnel performance	<---	Empowerment Leadership	.250	.267	.089	3.482	***
Personnel performance	<---	Creativity Self-Efficacy	.653	.589	.104	5.662	***
Personnel performance	<---	Employee Engagement	.255	.225	.068	3.296	***
Organizational Performance	<---	Empowerment Leadership	.264	.273	.199	3.753	.008
Organizational Performance	<---	Creativity Self-Efficacy	.286	.289	.104	4.277	***
Organizational Performance	<---	Employee Engagement	.261	.251	.097	3.322	***
Organizational Performance	<---	Personnel performance	.873	.825	.088	6.302	***

Source: Processed Data (2022)

The statistical equations can be provided as follows:

$$\text{Personnel performance} = 0.250 \text{ Empowerment Leadership} + 0.653 \text{ Creativity Self Efficacy} + 0.225 \text{ Employee Engagement}$$

$$\text{Organizational Performance} = 0.264 \text{ Empowerment Leadership} + 0.286 \text{ Creativity Self Efficacy} \\ + 0.261 \text{ Employee Engagement} + 0.873 \text{ Personnel performance}$$

The explanation is as follows:

H2: Empowerment Leadership in Influencing Personnel performance

The Empowerment Leadership effect on personnel performance obtained a Critical Ratio (CR) value of 3.482 with a significance level (p) of 0.000. This explains Empowerment Leadership significantly affected personnel performance. The magnitude of Empowerment Leadership's effect on personnel performance is 0.250 or 25%. This describes the stronger the Empowerment Leadership, the better the employee's performance.

H3: Creativity Self-Efficacy in influencing Personnel performance

The Creativity Self-Efficacy effect on Personnel performance obtained CR 5.662 with p 0.000. This reveals Creativity Self-Efficacy significantly affected Personnel performance. The magnitude of the Creativity Self-Efficacy effect on Personnel performance is 0.653 or 65.3%. This explains the better the Creativity Self-Efficacy, the better the Personnel performance.

H4: Engagement in influencing Personnel performance

The engagement effect on personnel performance obtained CR 3,296 with p 0,000. This figures engagement significantly affected personnel performance. The magnitude of the Empowerment Leadership effect on Engagement is 0.255 or 25.5%. This figures the stronger the Engagement, the better the Personnel performance.

H5: Empowerment Leadership in Influencing Organizational Performance

The Empowerment Leadership effect on Organizational Performance obtained CR 3.753 with p 0.008. This describes Empowerment Leadership significantly affected Organizational Performance. The magnitude of Empowerment Leadership's effect on Organizational Performance is 0.264 or 26.4%, which means the stronger the Empowerment Leadership, the better the Organizational Performance.

H6: Creativity Self-Efficacy in influencing Organizational Performance

The Creativity Self-Efficacy effect on Organizational Performance obtained CR 4.277 with p 0.000. This describes Creativity Self-Efficacy significantly affected Organizational Performance. The magnitude of the Creativity Self-Efficacy effect on Organizational Performance is 0.286 or 28.6%, which explains the better the Creativity Self-Efficacy, the better the Organizational Performance.

H7: Engagement in Affecting Organizational Performance

The engagement effect on the organizational performance obtained CR 3.322 with p 0.000. This means Engagement significantly affected Organizational Performance. The magnitude of the Engagement effect on Organizational Performance is 0.261 or 26.1%, which describes the stronger the engagement, the better the organizational performance.

H8: Personnel performance in Affecting Organizational Performance

The personnel performance effect on the organizational performance obtained CR 6.302 with p 0.000. This explains personnel performance significantly affected organizational performance. The magnitude of the Personnel performance effect on Organizational Performance is 0.873 or 87.3%, which figures the higher the personnel performance, the higher the organizational performance.

Indirect Hypothesis

H9: Empowerment Leadership in Influencing Organizational Performance Through Personnel performance

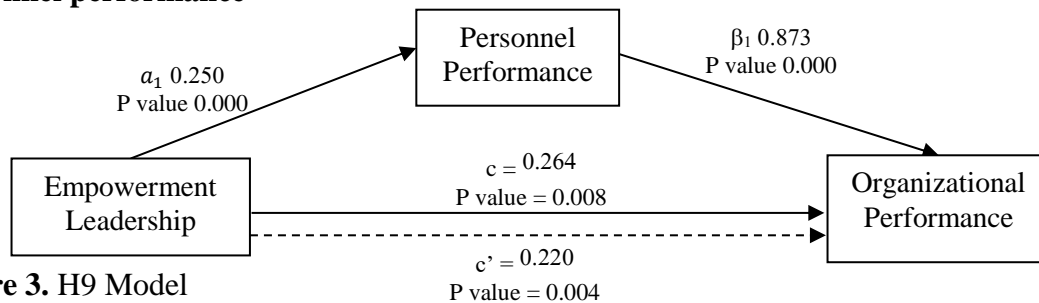


Figure 3. H9 Model

Figure 3 above is the H9 model with the personnel performance variable as the mediator. The z value is:

$$Z = \frac{a_1b_1}{\sqrt{(b_1^2 SEa_1^2) + (a_1^2 SEb_1^2)}}$$

$Z = 2.85$

The Sobel results according to the indirect effect test are as follows::

Input:		Test statistic:	Std. Error:	p-value:
a	0.267	Sobel test: 2.85727244	0.07709275	0.00427299
b	0.825	Aroian test: 2.84264077	0.07748957	0.00447415
s_a	0.089	Goodman test: 2.8721324	0.07669389	0.00407712
s_b	0.088	Reset all	Calculate	

Sobel calculation found the z value was $2.85 > 1.96$ and was at a significance level of 5%. These results indicate that the mediation role possessed by personnel performance is a partial mediation, which contains the explanation that Empowerment Leadership can directly affect organizational performance without first going through personnel performance.

The magnitude of the impact of mediating personnel performance on the influence of Empowerment Leadership on organizational performance can be seen directly from the AMOS output in the attached table of Standardized Indirect Effects, which is 0.220. Thus, it states the Empowerment Leadership effect on organizational performance can be partially mediated by 22% of personnel performance

H10: The Role of Creativity Self-Efficacy in Influencing Organizational Performance Through Personnel performance

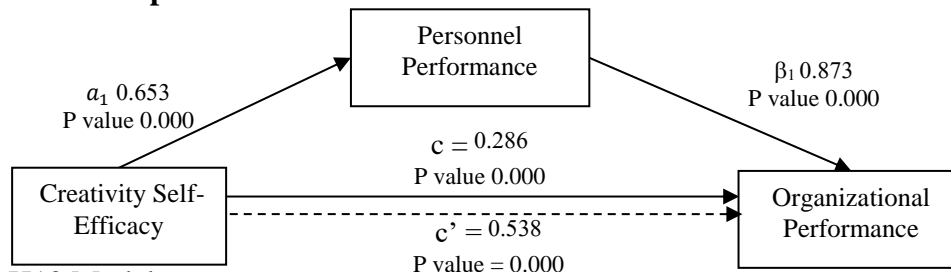


Figure 4. H10 Model

Figure 4 above is the H10 model with the personnel performance variable as the mediator. The z value is:

$$Z = \frac{a_1 b_1}{\sqrt{(b_1^2 SEa_1^2) + (a_1^2 SEb_1^2)}}$$

Z = 4.84

The Sobel test results according to the indirect effect test are as follows:

Input:	Test statistic:	Std. Error:	p-value:
a 0.589	Sobel test: 4.84758228	0.10024069	0.00000125
b 0.825	Aroian test: 4.82750364	0.10065761	0.00000138
s _a 0.104	Goodman test: 4.86791356	0.09982203	0.00000113
s _b 0.088	Reset all	Calculate	

Sobel calculation found the z value was 4.84 > 1.96 and was at a significance level of 5%. These results indicate that the mediation role possessed by personnel performance is a partial mediation, which contains the definition that Creativity Self-Efficacy can directly affect organizational performance without going through personnel performance first.

The magnitude of the impact of mediating personnel performance on the effect of Creativity Self-Efficacy on organizational performance can be known directly from the AMOS output, which is 0.538. Thus, it states the Creativity Self-Efficacy effect on organizational performance can be partially mediated by personnel performance at 53.8%.

H11: The Role of Engagement in Affecting Organizational Performance Through Personnel performance

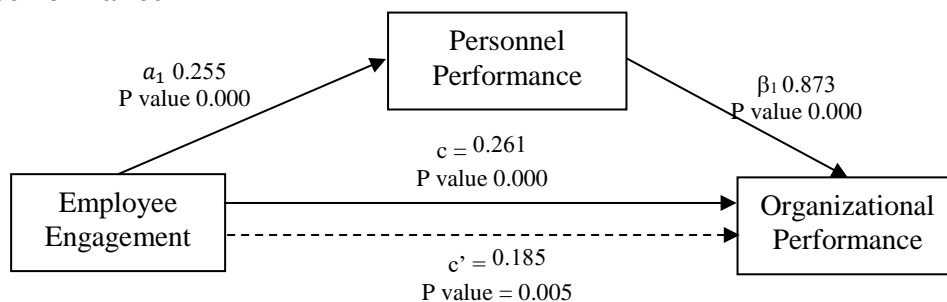


Figure 5. H11 Model

Figure 5 above is the H11 model with the Personnel performance variable as the mediator. The z value is:

$$Z = \frac{a1b1}{\sqrt{(b1^2 SEa1^2) + (a1^2 SEb1^2)}}$$

$$Z = 3.12$$

The Sobel test results according to the indirect effect test are as follows:

Input:	Test statistic:	Std. Error:	p-value:
a 0.225	Sobel test: 3.1201886	0.0594916	0.00180735
b 0.825	Aroian test: 3.10452317	0.05979179	0.00190586
s _a 0.068	Goodman test: 3.1360936	0.05918988	0.00171215
s _b 0.088	Reset all	Calculate	

Sobel calculation found the z value was 3.12 > 1.96 and was at a significance level of 5%. These results indicate that the mediation role possessed by personnel performance is a partial mediation, which contains the definition that engagement can directly affect organizational performance without going through personnel performance first.

The magnitude of the impact of mediating personnel performance on the influence of Engagement on organizational performance can be seen directly from the AMOS output in the attached table of Standardized Indirect Effects, which is 0.185. Thus, it states the Engagement effect on organizational performance can be partially mediated by personnel performance of 18.5%.

Managerial Implications

The development of the ability of each employee carried out by the leadership at the Aceh Livestock Department is still not going well, thus requiring the leadership to give more thorough attention to all employees by providing equal training to all employees following their respective functions and providing additional tasks for each year. to be given a rotating opportunity for each employee. Furthermore, the placement of employees according to competence, educational background, and experience will answer problems regarding the delegation of tasks to competent employees. The ability to solve problems creatively can be achieved by simplifying work procedures to make it easier for employees to work more creatively. The problem of the low inability of employees to survive and face obstacles, especially in carrying out tasks that require computer skills, can be minimized by developing the ability of ASN employees by requiring employees to master computers. And for contract workers, it is necessary to recruit workers who have the expected skills and for contract workers who have been contracted, if they are not sufficient, they should be considered for the next work contract.

To establish good relations between superiors and subordinates within the Department of Animal Husbandry, it is necessary to foster mutual respect between superiors and subordinates and to harmonize the shared vision and mission to build a better service in the future. The highest leadership must be able to protect all subordinates and create a conducive atmosphere in the work environment. The highest leadership should be recruited from within the service itself so that it is easier to identify characters and build good relationships at work. To overcome the problem of inadequate training to support capacity building, it is necessary to budget adequate funds for

training according to the expected skills. And the appointment of training participants to be rotated every year. so that all employees can improve their skills to support the implementation of their assigned tasks.

The level of cooperation that is not good in the Aceh Livestock Department environment can be addressed by doing an even distribution of tasks to each employee. For the provision of additional assignments, it is also necessary to rotate each year. With fairness at work, it is hoped that there will be no feeling of being overburdened for some employees, on the contrary, there will be a sense of wanting to work together to help each other complete tasks. Communication that has not been able to run well in the Aceh Livestock Department environment can be started with the formation of good communication from the highest leadership with the heads of sections which will then transmit the good communication to subordinates. Agendas that can be done to strengthen communication include holding monthly meetings to discuss work problems and find joint solutions. And sometimes it is necessary to hold a family gathering outside of working hours.

To overcome the inability of employees to meet the expected inputs and outputs of the Aceh Livestock Department, it is necessary to develop employee skills in all aspects, and in planning activities, priority activities need to be arranged so that the implementation of activities is more focused and maximal. And in the preparation of inputs and outputs, it is necessary to be thorough and adjust to the available budget. The lack of implementation of activities at the Aceh Livestock Department following administrative principles, especially the principle of controlling administration, can be overcome by increasing the control of work carried out by superiors, especially direct superiors in each field. And it is necessary to evaluate the work every month in each field and report it to the highest superior. Furthermore, the task load should be more focused on ASN employees, not on contract workers.

5.CONCLUSION

The results concluded Empowerment Leadership, Creativity Self-Efficacy, Engagement, Personnel performance, and Organizational Performance of the Aceh Livestock Department have been going well. Furthermore, Empowerment Leadership, Creativity Self-Efficacy, and Engagement significantly affected the Performance of Aceh Livestock Department Employees. This shows that the better the Empowerment Leadership, Creativity Self-Efficacy, and Engagement, the better the Personnel performance will be. In addition, Empowerment Leadership, Creativity Self-Efficacy, and Engagement significantly affected the Organizational Performance of the Aceh Livestock Department. This shows that the better the Empowerment Leadership, Creativity Self-Efficacy, and Engagement, the better the Organizational Performance will be. The mediation test showed that Personnel performance significantly mediated the Empowerment Leadership, Creativity Self-Efficacy, and Engagement effect on the Performance of the Aceh Livestock Department, and the mediation effect was partial. These findings explain that the model for improving the performance of the Aceh Livestock Department is a function of strengthening empowerment leadership, increasing creativity self-efficacy, increasing engagement, and improving personnel performance. So this tested model can be used as a reference for further research. For research subjects, namely the Aceh Livestock Department, the model of the results of this research can be used as the basis for developing future policies to improve the performance of the institution.

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