



# A Excellence Empowerment To Maximize Employee Performance

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## ARTICLE INFO

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## ABSTRACT

This article explores enhancing employee capabilities through effective mentoring and assessment methods, aiming to foster better development practices. Using qualitative analysis of relevant literature, it underscores mentoring's pivotal role in moderating managerial effectiveness and employee engagement. Work engagement is vital for job well-being and organizational success. Assessment aligns with organizational categories. Recommendations include utilizing these insights for future research and fostering stronger management-employee relationships. Concrete steps like open communication, recognizing achievements, and supporting career goals are crucial for improving work engagement.

## 1. INTRODUCTION

The human factor, being the central component in an organization or institution, requires particular attention when it comes to behavior, attitudes, and other aspects within the company. It is vital to acknowledge that humans are not objects devoid of life; they are individuals who deserve to be treated with reasonable respect. To address this, a competent and responsible leader is essential, someone who comprehends the unique needs and desires of their subordinates. In Indonesia, the political map is changing, which will affect policy changes in government agencies. This means that every employee at PT Citra Teknik Medica Bandung City must adhere to the enforced rules in order to achieve a common goal of improving services for the people of Indonesia and forming a just and prosperous society for national development goals. The change of new leadership is also a factor in this. PT Citra Teknik Medica (PT.CTM) began its business as a trading company for medical goods and equipment. Over time, it expanded its services to include medical gas installation. Currently, PT. CTM operates from a single location that houses a building, workshop, and warehouse. This integration has proven successful in capturing market share and establishing a strong reputation since the company's inception.

For Hospital, PT Citra Teknik Medica is a unique Company Provider that offers both Product and Service.

Central Medical Gas Installation and Accessories, serving Retail-based Refillable, sees great development in the Field of Procurement throughout Indonesia. Covering the entire West Java Region, Medical Gas is in the Marketing Area. Hospitals range from Class A to B, showcasing a continued commitment to prioritizing Product Quality. In 2016, PT Citra Teknik Medica received an ISO Certificate to instill Trust in Consumers and Business Partners, showcasing their Innovative and Trusted Principles. ISO 9001: 2015 - ISO 14001: 2015 - ISO 18001: 2007 Standards are integrated into the QHSE (Quality Health Safety Environmental) Quality Standards Integration System, which is recognized by the International Certification Body.

However, it is evident that the employees of PT Citra Teknik Medica Bandung City are displaying signs of relatively low performance. This, in turn, is adversely affecting their ability to provide optimal services to the community. The indications of such subpar performance are manifested through a lack of responsibility towards their assigned tasks and a tendency to disregard certain established rules, including adherence to regular working hours and delivering exceptional service. These observations and interview results from 2022 shed light on this matter. The achievement of work below predetermined standards is still widely found in the less than optimal performance of employees at PT Citra Teknik Medica Bandung City. Additionally, there is a lack of synergy between all fields in the implementation.

Leadership is a crucial component that has the potential to enhance one's performance. It plays a significant role in shaping the employees' output, since they look up to their leaders as exemplars and sources of inspiration. Effective leaders must lead by example, exhibit discipline, honesty, fairness, and ensure that their actions align with their words. A strong leadership presence positively influences the productivity of subordinates. Conversely, if the leadership falls short, the performance of those under them will take a nosedive. Fiedler (2017), well-known for his theory called the "Contingency Fiedler" model, proposes that the performance of employees is greatly influenced by how well leadership aligns with the situational aspects of leadership. Drawing from Fiedler's statement, it can be inferred that when employee performance falls short, it could possibly be attributed to leadership that is still somewhat inadequate in delivering exceptional service to the community, both in terms of taxes and non-taxes.

It is believed that empowerment has a significant impact on the decrease in employee performance. Mulyadi (2017: 135) argues that employee empowerment is a future trend in managing human resources. Pradiansyah (2012: 111) states that empowerment is built on trust. Yulk, as translated by Supriyanto (2019: 15), defines empowerment as the internal motivation and self-confidence of individuals influenced by leadership behavior, job characteristics, organizational structure, and their own needs and values. Considering these perspectives, employee empowerment can be seen as a way to foster the growth of subordinates. The leader acknowledges the importance of others' assistance in accomplishing work, thus requiring the leader to be bold enough to assign tasks to subordinates. Empowered employees are crucial for achieving success in a task and enabling efficient conduct

## 2. LITERATURE REVIEW

## Leadership

Leadership, achieved through interpersonal influence and direct communication in a specific situation, aims to accomplish one or more specific goals (Tannebaum, Weschler and Nassarik, 2016, 24). Leadership is a state of mind that guides the execution of tasks in order to accomplish a specific objective. To achieve a common goal, leadership influences the organized group's activities (Rauch & Behling, 2014, 46). All their wishes is the ability of art to make a group or people follow and obey Leadership technique.

Leadership is a complex process that imparts significance to collaboration and is born from the desire to guide others towards achieving goals (Jacobs & Jacques, 2020, 281). Numerous interpretations of leadership highlight the notion that it involves the act of influencing individuals and communities. Specifically, this entails intentionally guiding one person to another in order to establish structure and connections within a collective or institution. As John C. Maxwell astutely observed, the essence of leadership lies in its ability to inspire and amass followers. Principles, being a model of thinking, encompass a multitude of core concepts that arise from individual desires and perspectives and wield a significant power to construct both personal identities and organizational structures. As per the insights shared by Stephen R. Covey (2017), principles form an integral component of circumstances, realizations, and outcomes. It is plausible that principles foster trust and serve as an immutable compass or guide. Maskat (2016: 76) affirms that the distinguishing traits of Top Management comprise: Mission, define.

Bringing an image about Dispertasih, this Top Management determines the mission of the organization in order to carry out the main tasks, so that it can determine the mission of the Dispertasih. Given the scarcity of available resources such as staff, finances, and materials, the esteemed leader strategically formulates a policy to attain the desired objectives. Consequently, this policy delineates the efficient allocation and utilization of resources in order to successfully accomplish these goals.

In order to achieve our goals, it is important to have a clear understanding of our own strengths and weaknesses, as well as the opportunities and threats that lie ahead. This analysis, commonly referred to as SWOT (Strengths, Weaknesses, Opportunities, Threats), allows us to devise effective strategies. By leveraging our strengths and capitalizing on opportunities, we can overcome our weaknesses and mitigate potential threats. With the right approach in place, our goals become more attainable. The actions of a leader hold significant weight in an organization, as they serve as a guiding light for all members. Their conduct sets the precedent and serves as an exemplar for others to follow. However, if a leader engages in behavior that is unorthodox or unsuitable, it can profoundly impact the actions and demeanor of those under their authority.

The influential power of top leaders plays a crucial role in carrying out tasks in the field. Without a sense of unity and collaboration between leaders and their subordinates, as well as among the members themselves, it is inevitable that the formulated policies would fall short,

making it difficult to attain goals. Furthermore, this lack of cohesiveness hampers individual development as well. Personnel must make individual development the main support for the running of the organization, directing those who haven't reached their peak to really feel and leaders prioritizing on a scale.

### **Employee Empowerment**

According to Sedarmayanti (2020: 50), performance encompasses various aspects such as work achievement, work implementation, work results, and overall performance. Essentially, it is a depiction of the tasks accomplished by an individual over a specific timeframe. In simpler terms, performance signifies an employee's capability to fulfill their responsibilities and generate outcomes that showcase their knowledge and competencies. Several scholars have proposed theories regarding this subject matter. According to Gomes (2020:135), performance refers to the results achieved in a specific job or activity over a given period of time. Performance can be seen as the outcome of carrying out a specific task or activity within a set timeframe. When it comes to fulfilling its responsibilities, the organization relies on the efforts made towards accomplishing predetermined objectives. The collaboration and coordination among its members play a crucial role in achieving these goals. In order to achieve organizational goals to the fullest extent, it is essential to have high-quality human resources at hand. When the caliber of our workforce is excellent, it leads to exemplary performance and ultimately enhances productivity. The concept of performance can be traced back to the notion of Job Performance or Actual Performance, which pertains to the actual accomplishments and work achievements of an individual. According to Mangkunegara (2018: 67), performance is the outcome of an employee's efforts in terms of both quality and quantity, as they fulfill their responsibilities within their assigned duties. In this study, the criteria for evaluating performance encompass factors such as the volume and caliber of work produced, as well as the employees' creative thinking, proactive attitude, and adherence to ethical standards. In the meantime, according to Kusriyanto (2018: 76), performance is described as a measure of the outcomes attained in relation to the effort and time invested. Employee performance refers to the competence exhibited and demonstrated by employees during the execution of their responsibilities, which essentially means that it encompasses the work performance displayed by employees at their place of work. Moreover, employee performance can also be understood as the aptitude demonstrated by an employee when fulfilling their duties and obligations.

Mitchell (1978: 343) and Sedarmayanti (2020: 51) argue that employee performance encompasses multiple elements, such as the quality of work, promptness, initiative, capability, and communication. These aspects serve as a gauge for evaluating an individual's level of performance. Furthermore, it has been determined that performance can be measured by multiplying ability with motivation. Based on experience and sincerity, Sigian (2018: 105) defines performance as the accomplishment demonstrated by employees through the completion of tasks within a given timeframe. In a more specific formulation, the nature and type of work is closely related to and influenced by: individual and group motivation, the competencies he has,

environment and organization. To enhance the performance of their subordinates, a leader must have an understanding of the factors that require attention and preparation in order to support performance improvement. The performance of an employee is impacted by both intrinsic and extrinsic factors that are present within them. This demonstrates the necessity of properly conditioning the aspects that influence employee performance in order to enhance it. As per Timple (Mangkunegara, 2018: 15), there are two categories of factors that influence performance: internal factors and external factors. Internal factors, also known as dispositional factors, are linked to a person's traits. For instance, individuals who possess exceptional abilities and exhibit a strong work ethic tend to deliver commendable performances. On the other hand, those who struggle with their performance usually have limited abilities and show little motivation in enhancing their skills. Personal integrity, adaptability, and leadership are among the factors that Siagian (2018: 173-178) proposes are correlated with behavioral issues and job performance within an organization

### 3. RESEARCH METHODS

The techniques employed in this study align with the intended goals, specifically descriptive and verification methods. The essence of verification research essentially aims to assess the validity of a hypothesis by conducting data gathering in the field. In this particular study, we will investigate the impact of leadership and empowerment on employee performance at PT Citra Teknik Medica in Bandung City. The research method employed consists of two approaches: descriptive survey method and explanatory survey method. The investigation conducted falls under the category of causality, as it aims to examine the causal relationship between the independent variable and the dependent variable. The focus of analysis in this research is the employees at PT Citra Teknik Medica Environment in Bandung City. Furthermore, this study belongs to the cross-sectional category, which entails gathering data directly from respondents at the research site in order to gauge their opinions on the subject of investigation.

#### Data/Information Sources and Methods

The sources of data for this study consist of secondary data, which are obtained from documentation or reports that are accessible within the organization. Specifically, the secondary data used in this study include the employee performance evaluations of PT Citra Teknik Medica Bandung City from the year 2019. On the other hand, primary data pertaining to leadership, empowerment, and employee performance is gathered directly from the employees themselves, who serve as respondents in this research.

At PT Citra Teknik Medica Bandung City, there were 33 employees involved in this study. In this research, the number of participants is decided based on the statistical test that will be employed. The chosen statistical test is path analysis, where the path coefficient is essentially a correlation coefficient. Consequently, the smallest sample size required for this path analysis is determined through the utilization of sampling methods, specifically saturated sampling. This saturated sampling mirrors the

entire population, which comprises a total of 33 individuals. Thus, the sample size for this study equates to 33 individuals.

### Analysis Design and Hypothesis Testing

After gathering the data, the variables that are ranked in order are converted into intervals using the Method of Successive Intervals. Before distributing the survey, the validity and reliability of the survey were examined through the application of the Correlation Product Moment formula (Sugiyono, 2001:182). Before we can begin analyzing the data, it is important to first process it. The processing of data that has been gathered through interviews and questionnaires can be divided into three main steps: preparation, tabulation, and application of the data to the research approach. During the preparation phase, we collect the questionnaire sheets and check for their completeness. We also score them based on a predetermined scoring system. The research involved closed questionnaires with a 5-point scale. This scale helped measure the relationship between independent variables (X) and dependent variables (Y). The assumption was that this relationship was linear. The collected data was then analyzed using tabulated methods, aligning with the research objectives. The method of analysis employed here is cross-sectional analysis. By utilizing a blend of these analytical techniques, one can derive comprehensive generalizations.

To conduct our analysis, we have taken the following steps: First, we have designed the questionnaire to measure variables such as leadership, empowerment, and performance. These variables are represented using an ordinal scale, which means they can be ranked. We have used closed-end questions in the questionnaire, where each item is given five alternative answers. The respondent's chosen answer corresponds to a specific score value, and by adding up these scores for each item, we obtain the value of the variable.

At least interval data is required for the path analysis technique to be used.

So, to transform the data, we use the method of successive intervals. We need to create pairs of data from independent and dependent variables for hypothesis testing. Moreover, we apply the tabulated data to the research approach called Path Analysis and rProduct Moment correlation analysis to examine the influence between the variables on employee performance. This is because each independent variable and dependent variable will show one path of influence. Basically, the path coefficient is a standardized regression coefficient. It is calculated from a database that has been standardized using Z-scores. This means that the data in the database have been transformed to have an average value of 0 and a standard deviation of 1. The standardized path coefficient is used to explain the extent of influence (not prediction) of independent variables (exogenous) on other variables that are considered as dependent variables (endogenous). Tobing (2005) suggests that path analysis is an appropriate method for examining variables that possess a causal relationship.

## 5. CONCLUSION AND SUGGESTION

## Leadership

Regarding the attitude, behavior and leadership style of a leader, employees at PT Citra Teknik Medika Kota Bandung feel that there is still something to be improved based on the results of research on leadership variables at PT Citra Teknik Medika Kota.

## Employee Empowerment PT Citra Teknik Medika Bandung City

In carrying out people-rooted development, community empowerment encompasses two crucial aspects in national development. These include the strategy of community empowerment and the concept of people-rooted development. At PT Citra Teknik Medika Bandung City, leaders are excellent at empowering their subordinates. They constantly motivate their employees to be disciplined, obedient, and firm. Punishments are swiftly given to anyone who fails to meet the established standards.

## Employee Performance at PT Citra Teknik Medika Bandung City

There are indicators that get low results, where employee performance assessments still need to be improved. The performance of employees of PT Citra Teknik Medika Bandung City still needs to be improved.

## The influence of leadership and empowerment together on the performance of employees of PT Citra Teknik Medika Bandung City

If we want to understand how certain factors impact other factors, we can turn to the Path Analysis method developed by Sewall Wright. This approach allows us to determine the extent of a variable's influence on other variables, both directly and indirectly. Before coming to a conclusion about how much one variable affects other variables, it is important to conduct hypothesis testing. This testing can be done either as a whole or individually. In this particular case, the focus is on the influence of leadership and empowerment on the performance of employees at PT Citra Teknik Medika in Bandung City. To carry out this analysis, path analysis is used, and the software used for this purpose is SPSS release 12. The first step in this process involves calculating the correlation between the variables, which can be seen in the table provided below.

**Table 1 Correlation matrix between variables**

		Correlations		
		Empowerment	Competency	Performance
Empowerment	Person Correlation	1	.487	.601
	Sig. (2-tailed)		.004	.000
N		33	33	33
Competency	Person Correlation	.487	1	.590
	Sig. (2-tailed)	.004		.000
N		33	33	33

Performance	Person Correlation	.601	.590	1
	Sig. (2-tailed)	.000	.000	
N		33	33	33

**\*\*Correlation is significant at the 0.01 level (2-tailed)**

Source: SPSS 12.0 Output

According to the information provided in table 1, we have a correlation matrix that displays the extent of the connection between various variables, both dependent and independent. The path diagram illustrates the proportions for two independent variables (X1 and X2), highlighting their relationship with other variables. Additionally, each independent variable (X) is influenced by the correlational relationships of external variables (X1 and X2) which in turn impact the independent variable (Y). To conduct a path analysis, we follow these steps:

$$P_{Yxi} = \sum_{j=1}^k CR_{X_j} r_{YX_j} \quad I = 1,2$$

And the overall influence of X<sub>1</sub> to X<sub>2</sub>

$$R^2_{YX_1, X_2, \dots, X_n} = \sum_{i=1}^n p_{YX_i} r_{YX_i}$$

$$= 0.476$$

while the path coefficient of other variables outside the variable X<sub>1</sub> to X<sub>2</sub> is determined through:

$$p_{Y1}^2 = \sqrt{1 - R^2_{YX_1, X_2}}$$

$$= 0.524$$

Influenced by other variables not included in the study, the effect of variables X1 and X2 together on variable Y is 0.476 or 47.6% of variables X1 and X2 together affect Y, with the remaining 0.524 or 52.4%. We will test the overall hypothesis in the following form, based on the positive influence between empowerment and competence on performance according to the theoretical framework.

**Table 2 Simultaneous Test Results of X1 and X2 on Y**

**Model Summary<sup>b</sup>**

Model	R	R	Adjusted R	Std. Error	Change Statistics
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	Square	Square	of the	R Square	F Change	df1	df2
			Estimate	Change			
1	.790 <sup>a</sup>	.624	14.6655	.624	11.776	2	30

**Model Summary<sup>b</sup>**

Model	Change Statistics	Durbin-Watson
	Sig. F Change	
1	.000 <sup>a</sup>	1.711

a. Predictors: (Constant), EMPOWERMENT, LEADERSHIP

b. Dependent Variable: PERFORMANCE

Source: SPSS 12.0 Output

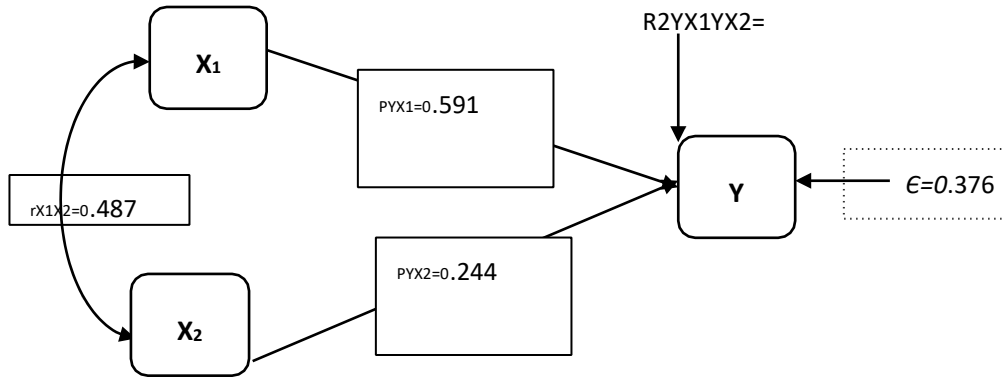
Looking at Figure 1 below, we can observe that the calculated F value is 11,776, with a significance level of 0.00. This level is smaller than the threshold of 0.05, indicating that the simultaneous test results are proven to be significant. Therefore, we can proceed with further analysis through partial testing. Additionally, Table 2 below provides us with the results of the causal relationship or direct influence of X1 and X2 on Y. Table 3 Influence of X1 and X2 Variables to Y and Influence Beyond Sub Variables

**Table 3 Influence of Variables X1 and X2 to Y and Influence Beyond Variables X1 and X2**

Description	Interpretation	Path
	Influence	%
Effect of X1, X2 to Y	0.624	62.4
Influence Beyond X1 and X2	0.376	37.6
<b>Total</b>		<b>100</b>

Source: Statistical Processing Results SPSS Program

Based on the findings of the test, it is evident that both empowerment and competence play a significant role in influencing employee performance, accounting for 62.4% of the overall impact. The remaining 37.6% is attributed to other factors that were not specifically examined by the author. Nevertheless, if we delve deeper into the analysis, it becomes apparent that empowerment holds a stronger sway over employee performance compared to leadership, as visually represented in Figure 1 provided below.



**Figure 1**  
Causal Diagram between Leadership (X1) and Empowerment (X2) on Performance (Y)

Description:

X<sub>1</sub> = Leadership

X<sub>2</sub> = Empowerment

Y = Employee Performance

ε = Residual Variables (other variables outside the X1 and X2 variables that influence) to the effect variable (*endogenous*) expressed by the numerical value of the *path coefficient* (*Path Coefficient*) of the *exogenous variable*.

Looking at Figure 1 above, we can observe that empowerment has a significant impact on performance, with a path coefficient of 0.591, whereas competence only has a coefficient of 0.244. It is worth noting that both variables have been found to influence employee performance, as indicated in Table 4 below.

**Table 4 Partial Test Results between X1 and X2 on Y Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	13.342	5.434		.3312	.600
1 LEADERSHIP	.443	.445	.591	5.123	.000
EMPOWERMENT	.554	.432	.244	2.112	.000

a. Dependent Variable:

b. PERFORMANCE

Source: SPSS 12.0 Output

Looking at the data in table 4, we can observe that the t count for leadership is 5.123 with a significance level of 0.011, which is below the threshold of 0.05. This indicates that leadership has a significant impact on performance. Hence, we can conclude that leadership plays a meaningful role in contributing to performance through empowerment.

In a similar fashion, the measure of empowerment yields a t value of 2.112 and a significance level of 0.015, which is below the standard threshold of 0.05. This substantiates the assertion that empowerment indeed has a significant impact on employee performance. Thus, the contribution of empowerment holds great significance, aligning with Khan's perspective (1997) which characterizes empowerment as an interpersonal connection aimed at cultivating trust between employees and management. Byars and Rue (2004), on the other hand, define empowerment as a form of decentralization that involves granting decision-making authority to subordinates. On a different note, Kartasasmita (1996: 133) contends that community empowerment encompasses two crucial aspects within national development: the notion of development that is deeply rooted in the people, and community empowerment as a strategy for implementing such people-centric development.

## 6. CONCLUSION AND SUGGESTION

Bandung City's PT Citra Teknik Medika must make significant improvements to its low leadership, specifically in terms of attitude, behavior, and leadership style. At PT Citra Teknik Medika Kota Bandung, empowerment is generally well-run. However, there are still some aspects that are not taken into consideration. Especially in regards to the amount of work completed and the quality achieved, the performance of PT Citra Teknik Medika Bandung City employees still does not meet the predetermined standards this year. The efficiency of time to do a job is also lacking. The performance of employees at PT Citra Teknik Medika in Bandung City is influenced by both leadership and empowerment. However, it is the leadership that primarily has a significant impact on performance compared to empowerment. Coefficient values on variables not examined in this study, apart from the leadership and empowerment variables, can have an impact on employee performance.

The journey towards enhancing leadership commences with a shift in attitudes amongst leaders, as they endeavor to establish a deeper connection with their subordinates. This entails a departure from autocratic behaviors, and an embrace of a more collaborative approach. Simultaneously, there is an emphasis on empowering employees, by instilling a sense of accountability, bolstering their skills, and nurturing their personal growth. Consequently, these efforts culminate in improved employee performance, manifested through accomplishments accomplished over the course of a year, enhanced time management efficiency, and the attainment of high-quality work outputs. The primary focus should be on enhancing performance by enhancing leadership skills, as its impact is more significant than empowerment.

Additionally, it would be beneficial to conduct further research on employee performance, taking into account other factors that may influence it apart from leadership and empowerment.

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