

Physiotherapist's Task Performance: The Impact of Empowering Leadership, Work Engagement, And Professionalism

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ABSTRACT

A good physiotherapist's task performance is needed to improve the quality of service so that physiotherapists can contribute optimally to improving public health. This study aims to analyze, interpret and evaluate human resource management, especially for physiotherapists through a description of the influence of empowering leadership, work engagement, and professionalism on task performance. The data collection method used a survey method which was conducted in March-May 2022 in Jakarta. The object of this research is 217 respondents of physiotherapists who work in health services. Data analysis used SPSS version 26 and SEM (Structural Equation Modeling) AMOS version 20. The fit model value with P was 0.089, CMIN/DF value was 1.166, TLI value was 0.977, CFI was 0.981 and RMSEA value was 0.028. Overall, there are five hypotheses to be tested using 217 valid questionnaires that can be used. As a result, four hypotheses were accepted empowering leadership had a significant impact on professionalism, empowering leadership had a significant impact on work engagement, work engagement had a significant impact on professionalism, and professionalism had a significant impact on task performance.

Keywords: empowering leadership, work engagement, professionalism, task performance, physiotherapist

INTRODUCTION

With the era of the industrial revolution 4.0, more challenges will be faced in the world of health services, such

as VUCA (volatility, uncertainty, complexity, and ambiguity) (1). Everything becomes borderless with unlimited use of computing power and data. (unlimited). This era will disrupt various human activities so the problem of human resources (HR) is an important thing that must be considered in an organization. Organizations are required to improve task performance and human resource creativity to be able to compete in facing the challenges of this rapid change.

Task performance is the core of an organization which consists of converting raw materials into finished goods or service activities or maintaining the continuity of the technical core by providing materials and services (2). This activity reflects expertise in completing tasks so that it is related to knowledge, skills, abilities, experience, and training (3).

Task performance is very important in work and organization because it is the core responsibility of employees in an organization. The success rate of task performance is measured by the output, service, or product in quality and quantity. Task performance involves behavioral patterns that are directly involved in producing goods or services or activities that provide indirect support for the organization's core technical processes. Task performance relates to the technical organization through implementing technical processes and maintaining

technical requirements. Task performance is the role (tasks and functions) of employees that must be carried out so that organizational goals can be achieved and as a successful efficacy in maintaining activities that contribute to the development of the technical core of the organization. The direct contribution is the application of part of the organization's technology while the indirect contribution is providing the materials or services needed to carry out the technical processes of the organization (2).

Physiotherapy provides services to individuals and communities to enhance, maintain and improve movement and functional abilities which are at the core of what health means to individuals. Therefore, physiotherapists need to provide and carry out an intervention or treatment that is good and comprehensive to improve and improve the limitations of motion and function of their bodies in order to improve their quality of life. Physiotherapists are concerned with maximizing quality of life and potential for movement (4). One of the cases that require physiotherapy treatment is stroke.

Currently, the country of Indonesia is experiencing faster demographic growth and an epidemiological transition is also occurring, namely a shift in the burden of disease from infectious diseases to non-communicable diseases. This epidemiological shift has caused Indonesia to experience a double burden of double disease burden. The increase in non-communicable diseases coincides with infectious diseases such as tuberculosis and malaria. There has been an increase in life expectancy increasing the number of elderly people (>60 years old) (5). Based on Basic Health Research data from 2013 to 2018, there appears to be an increase in the prevalence of non-communicable diseases such as the number of stroke sufferers in Indonesia increasing from 7 of the population in 2013 to 10.9 of the population, hypertension rose from 25.8% to 34,1%; diabetes mellitus increased from 6.9% to 8.5%. This increase is related to unhealthy lifestyle behaviors (eating

patterns with unbalanced nutrition, lack of physical activity, smoking, alcohol, and others). The disability rate in the 2013 Basic Health Research was 11% while in 2018 it was 22% (6,7). The current proportion of physiotherapists in Indonesia is 0.58 physiotherapists per 10,000 population, while the ideal proportion is 1.59 per 10,000 population (8).

From these data, it can be seen that the increasing need for physiotherapy must be balanced with the presence of physiotherapists who have good task performance to improve the quality of services so that they can contribute optimally to improving public health. In Indonesia, Physiotherapists who work in health care facilities are still not equal incompetence because there are still different levels of education and work experience.

Hou et al. conducted research on the influence of management, organizational citizenship behavior, and job performance on physiotherapists. The results of this study indicate that at the individual level, the influence of physiotherapist management is significantly related to organizational citizenship behavior and job performance (9). Alkassabi et al. have demonstrated high levels of stress and job dissatisfaction among physiotherapists, impairing labor retention rates. The purpose of this study was to examine job satisfaction and influencing factors between physiotherapists working in private and government hospitals in Saudi Arabia with a focus on leadership style. All physiotherapists, whether working in public or private hospitals, are not completely satisfied with their jobs. The type of leadership affects the job satisfaction of physiotherapists in the kingdom of Saudi Arabia (10).

Existing research is more about clinical physiotherapy, not much research has been found related to the task performance of physiotherapists from a management point of view and the factors that influence it. Based on the problems encountered, it is necessary to research

related factors that can help improve the task performance of physiotherapists so that they can be used as a guide for human resource management (HRM) and practitioners in improving their performance. This study examines the effect of the variables empowering leadership, work engagement, and professionalism on the task performance of physiotherapists in Jakarta.

Empowering leadership will lead to psychological empowerment thereby increasing performance (11). Leaders who delegate tasks, coordinate and share information, encourage initiative, encourage goal focus, provide support, inspiration, role model, and guidance can increase job satisfaction, work performance, and creativity in employees (12).

Professionalism will provide a sense of higher standards and beliefs about work and become attitudes and behavioral mindsets, conditions for how individuals think and work approaches to produce employee job satisfaction and organizational commitment and will ultimately affect company performance (13). With professionalism, employees will feel more confident in their work because they feel more expert and experienced so that will improve task performance.

Work engagement can cause employees to be more enthusiastic at work, happy to participate, and committed to work so that it is expected to improve work performance (performance), productivity, and services provided. Work engagement will also result in a sense of community, commitment to organizational goals and professional development, and sensitivity to organizational needs (14).

The increasing competition for physiotherapy services and the increasing public need for physiotherapy expect changes in the task performance of better physiotherapists to be superior and competitive. Psychological motivation by empowering physiotherapists in empowering leadership, and work engagement is expected to influence the

physiotherapist's task performance and build physiotherapist engagement to work more professionally. Professionalism creates job satisfaction and increases the competence of the physiotherapist so that the physiotherapist's task performance will increase.

LITERATURE REVIEW

Empowering Leadership

Empowering leadership is the process of subordinates being influenced by leaders with motivational support, development to promote the experience of independence, and their ability to work independently within the boundaries of overall organizational goals and strategies, and the sharing of power (12,15). Empowering leadership refers to the leader's actions in delegating decision-making power to subordinates (11), and facilitating the team to take on leadership elements such as controlling, deciding, and directing (16).

Empowering leadership has dimensions, consisting of: developing and fostering skills for innovative performance, delegation of authority and accountability (17). Empowering leadership is predicted to have a positive effect on work effort, job satisfaction, and creativity. Managers who promote the autonomy and work motivation of subordinates tend to contribute to creativity, productivity, well-being, and personal satisfaction. Leaders who share power with subordinates generally contribute to higher levels of job satisfaction and performance among subordinates. According to the empowerment leadership model, employees are encouraged to have an opinion even if the employee's ideas and opinions do not match the leader's (18).

Work Engagement

Work engagement is "a positive work-related state of mind and concentration at work characterized by vigor, absorption, and dedication (19). Work engagement also generates a sense of community, commitment and professional development, and sensitivity to

organizational needs (20). Engaged employees are characterized by high levels of energy, enthusiasm, focus, inspiration, intensity, mental resilience, and persistence, which facilitate work behavior. Innovative work engagement can allow organizations to save resources by performing their tasks in an efficient manner. Engaged employees have a definition of what their duties are, and therefore engage in innovative work behaviors (21). With enthusiasm, dedication, and fun at work, employees are ready to perform more difficult and complex tasks and always update knowledge during work and take pride in discussing work with others. With this spirit, employees will work hard, always trying to achieve their targets and make customers feel satisfied (22).

Professionalism

Professionalism refers to one's attitude, behavior, and intellectual orientation to perform with the highest standards of practice and improve the quality of service to one's work. Professionalism in work is manifested by general knowledge, basic or technical culture, commitment to meeting the needs of all patients, and long-lasting professional commitment (20). The word professionalism comes from the Latin word *professio* or public declaration. Although originally referring to an open statement of religious belief, the term is used to characterize the values, behaviors, and attributes that appear in individuals in the practice of a particular field. So that the abilities, skills, values, and attributes that are expected from a doctor or health worker can be said to be medical professionalism. According to the Accreditation Council for Graduate Medical Education/ACGME (2004), professionalism is defined as carrying out professional responsibilities, adherence to ethical principles, and sensitivity to diverse patient populations. Medical professionalism is a core competency for every medical practitioner (23). According to (24) professionalism is defined as work practices that are consistent

with generally accepted consensual depictions of a profession or occupation and both contribute to and reflect the profession's perception or purpose and employment status and its specific nature, range, and level of services provided, and expertise common in a profession or occupation, as well as a general code of ethics that underlies a particular practice (25). The variables of professionalism are technical culture, service ethic, and professional commitment (26).

Task Performance

Performance is the expected organizational value that comes from what a group of people does. Performance is divided into 2 categories, namely: organizational performance and job performance (27). Organizational performance is an indicator of the success of an organization at a time and is the total number of individual outcomes (28). Organizational performance depends on the performance of employees and other factors such as environment, culture, leadership style, and work environment. Job performance is the smallest unit of all organizational performance. Performance is influenced by several factors based on its content into eight components (2), task performance consists of five components: 1. Job-specific task skills, 2. Certain non-occupational task proficiency, 3. Written and oral communication skills, 4. Supervision, in terms of leadership positions, 5. Management/administration, and contextual performance consists of 3 components: 6. Demonstrate effort, 7. Maintain personal discipline, 8. Facilitate team and co-worker performance.

Job performance/employee performance/work performance/individual work performance is the total expected value for a collection of discrete behavioral episodes that an individual performs over a standard period. Task performance is the total expected value of an individual's behavior over a standard period in the production of goods and services in an

organization. Task performance involves activities that directly convert raw materials into goods and services that are the product of an organization. Examples of task performance, for example: selling merchandise in retail stores, operating production machines in factories, teaching in schools, performing operations in hospitals, and cashing checks at banks. Task performance activities also serve and maintain core technicalities by replenishing raw material supplies, distributing finished goods products, or providing essential planning, coordinating, supervising, or staffing functions that enable them to function effectively and efficiently. When these task activities are performed effectively, then these behavioral episodes produce organizational values that are expected to be positive because they facilitate the production of organizational goods and services. However, when done ineffectively, the expected value becomes negative because it hinders the organization's production of goods and services. So the task performance domain is behavioral episodes of well-performed task activities and poorly performed task-activity behavior episodes, with appropriate variability in expected organizational values (2).

Task performance reflects expertise in completing tasks so that it is related to knowledge, skills, abilities, experience, and training (3). Task performance also includes knowledge, the quantity of work, quality of work, updating knowledge, skills, working appropriately and neatly, planning and organization, decision making, administration, problem-solving, oral and written communication, monitoring, and controlling. Innovation and customer orientation are also task performances that must be considered in customer service (29). Task performance has three dimensions, namely job knowledge, organizational skills, and efficiency, namely behavior that reflects the level of efficient execution of individual tasks which is the core of the job (30).

HYPOTHESES AND RESEARCH MODEL

Impact of Empowering Leadership on Task Performance

A leadership style that prioritizes employee development is very important, because it can lead to an increase in employee performance (31). Empowerment leadership can improve the performance of banking employees in India through psychological empowerment (11). In empowering leadership, leaders will delegate, coordinate and share information, encourage initiative, and encourage a focus on goals, efficacy of support, inspiration, example, and guidance to increase job satisfaction, work performance, and creativity in employees (12). By empowering leadership, there will be the development of employee knowledge and skills so that they can improve task performance. Based on the researches above, the proposed hypothesis is:

H1: *empowering leadership has an effect on task performance*

Impact of Empowering Leadership on Professionalism

Empowerment is an important factor that positively encourages innovative behavior thereby improving the quality of work methods (32,33). Empowering leadership is a process that creates a supportive environment in which subordinates are delegated power and autonomy in work and decision making, recognition of the importance of employees' work, and trust competence (33). Professionalism is socially shaped by various professions in a community such as management (e.g. principals). Professionalism is not static but is constantly changing. Professionalism develops over time and is influenced by the larger social context. Tschannen-Moran (2009) found that teacher professionalism was positively influenced by the principal's professional orientation in his leadership style (20). By empowering leadership,

employees are given confidence and encouraged to be more innovative so that they can increase professionalism. Based on the researches above, the proposed hypothesis is:

H2: *empowering leadership has an effect on professionalism*

Impact of Empowering Leadership on Work Engagement

The greater the empowerment of leader behavior, the more employees feel psychologically empowered, which in turn makes employees feel more involved in work (34). Empowered employees report high job satisfaction for individuals (35,36) and teams (37). Empowered employees also report higher levels of organizational commitment (38) and a lower propensity to give up (39). Empowering leadership causes psychological empowerment which will increase work engagement. Based on the researches above, the proposed hypothesis is:

H3: *empowering leadership has an effect on work engagement*

Impact of Work Engagement on Professionalism

Work engagement as a positive state of mind, satisfaction, and a state of mind related to work that is vigor (enthusiastic), dedication (dedication), and absorption (focus). Enthusiasm refers to the level of emotional energy, mental resilience, and perseverance at work. Dedication is characterized by feelings of enthusiasm, pride, and significance, and is deeply immersed in the work. Focus indicates a state of complete immersion or concentration on one's work so that one forgets that time has passed (19). Work engagement is a unique and distinct construct because it represents a more comprehensive and broader concept than other notions such as job satisfaction, organizational commitment, or job

involvement, encompassing the cognitive, emotional, and behavioral components associated with individual role performance (22). There is empirical evidence of a relationship between professionalism and work engagement in caregivers in Denmark. This is due to the antecedents of work engagement such as skill variations, opportunities for growth, competency development, and learning. Learning opportunities not only make work more rewarding, but they also serve to balance the demands of work as employees acquire new knowledge and skills to successfully do work (40). Work engagement will increase the knowledge and skills acquired by employees so that it will increase professionalism. Based on the researches above, the proposed hypothesis is:

H4: *work engagement has an effect on professionalism*

Impact of Professionalism on Task Performance

Overall professional and job performance are positively and significantly related (41). The level of professionalism is reflected in one's attitude towards work such as dedication or feelings of vitality, such as attending developmental activities or enjoying work (20). Professionalism refers to the mindset with which individuals view their work. Professionalism work related to membership in certain groups determined by shared knowledge and experience, such as accounting, law, medical, and IT. Professionalism is more than the general notion of working hard and being a good employee, but instead provides a sense of higher standards and confidence in the work. Professionalism is an attitude and behavioral mindset, a condition for how individuals think and approach work, and affects company performance because it has a positive impact on employee job satisfaction and organizational commitment

(13). With professionalism, employees will feel more confident in their work because they feel more expert and experienced so that which will improve task performance. Based on the researches above, the proposed hypothesis is:

H5: professionalism has an effect on task performance

From the proposed hypothesis above, the research framework research model is:

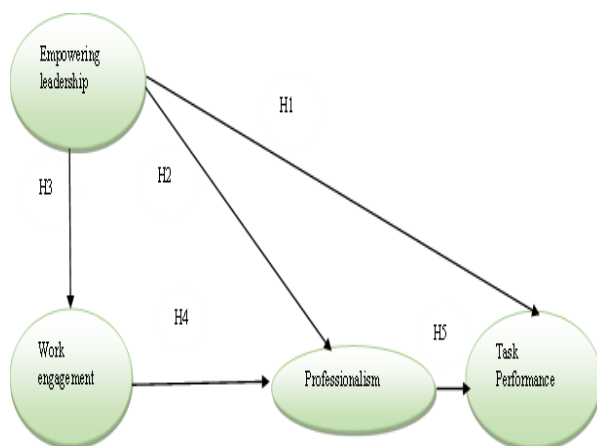


Figure 1 Construct of Research Model

MATERIALS & METHODS

This research uses a quantitative approach, used to examine the population or sample that has been determined, questioner using research instruments, and data analytics are quantitative.

Sample and Population

The sampling method used the purposive sampling method to determine a representative sample according to the sample used in the study was a physiotherapist who worked in a hospital or clinic in DKI Jakarta Province. The sample calculation uses the rule of thumb. The rule of thumb recommendation on Structural Equation Modeling (SEM) uses a large sample of $n > 200$ subjects. In this study, a minimum sample of 200 subjects will be

used. The number of samples in this study was 217 respondents.

Measurement and Analyse Data

A five-Likert scale instrument was used to collect the data. The instrument consists of several indicators from previous studies. The empowering leadership indicators were adapted from the Leader Empowering Behavior Questionnaire (LEBQ) (17) by Konczak et al. To measure work engagement, the authors adapted the indicators from Schaufeli et al. (19). We adapted measuring professionalism Indicators to The Utrecht Work Engagement Scale (UWES-9) developed by Talbert and McLaughlin (26). Further, task performance indicators were adapted from Carlos and Rodrigues (30).

Analysis using structural equations (SEM). Data analysis used SPSS version 26 and SEM (Structural Equation Modeling) AMOS version 20. Data were analyzed in two stages. The first stage uses exploratory factor analysis (EFA). This analysis is to determine which dimensions and indicators can be used to measure the variables, followed by reliability tests for each dimension or variable. According to Hair et al. (42), a factor or variable is reliable if it has a Cronbach's alpha score of 0.7 or more. The second stage is the structural equation model. To download the right model, the authors determined four criteria; probability (> 0.05) and CMIN/ DF (≤ 0.2). Also, CFI (≤ 1) and RMSEA (≤ 0.05). The path is important if it has a C.R. value. or t value 1.98 or more.

Statistical Analysis

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RESULT
Descriptive Statistic

Table 1 shows the profiles of the participants. In total there are 217. The composition of research results by sex is

48.8 % women, and 51.2 % men. The composition of respondents based on age was 35.9 % aged 21-30 years, 25.8 % aged 31-40 years, 26.7 % aged 41-50 years, 9.2 % aged 51-60 years, and 2.3 % aged 61-70 years. For education level 24.4 % D3, 19.8 % D4, 22.1 % are Strata 1, 18.4 % S1 Profession, and 13.82 % S2, 1.4 % S3. The length of work as a physiotherapist is 29.0 % 1-5 years, 6-10 years is 17.5 %, 11-15 years is 16.1 %, 16-20 years is 11.1 %, > 20 years is 26.3 %. Based on the type of facility where they work, 35% of physiotherapists work in clinics, and 65% in hospitals.

Table 1. Profile of Participant

Profile		Frequency	Percent (%)
Sex	Men	111	51.2
	Women	106	48.8
Age	21-30 years	78	35.9
	31-40 years	56	25.8
	41-50 years	58	26.7
	51-60 years	20	9.2
	61-70 years	5	2.3
Level of Education Completed	D-3	53	24.4
	D-4	43	19.8
	S-1	48	22.1
	S-1 Profession	40	18.4
	S-2	30	13.8
The length of work as a physiotherapist	S3	3	1.4
	1-5 years	63	29.0
	6-10 years	38	17.5
	11-15 years	35	16.1
	16-20 years	24	11.1
type of facility where they work	> 20 years	57	26.3
	in clinics, and in hospitals	76	35
		141	65

Exploratory Factor Analysis
Empowering Leadership

Fourteen indicators of empowering leadership towards saving retain two dimensions produced: development of

independence (eight indicators) with a Cronbach's alpha of 0.865, and delegation of authority and responsibility (six indicators) with a Cronbach's alpha of 0.854.

Table 2. Presents an exploratory factor analysis result of empowering leadership

	Variables and Indicators	Loading	Alpha Score
1	Development of independence		0.865
EL15	Leaders are willing to take the risk of mistakes for me to learn and grow from the experience	0.900	
EL16	I am encouraged to try new ideas even if they may not work	0.865	
EL10	Leaders share information with me for the achievement of quality results	0.653	
EL12	My boss encouraged me to use problem-solving methods systematically	0.637	
EL11	The boss gave me the information I needed to meet customer needs	0.626	
EL14	Leaders prioritize continuous learning and skills development	0.599	
EL8	My boss delegates me to make decisions on problems at work	0.552	
EL9	My boss encouraged me to develop solutions to work problems	0.433	

Table no 2: continued...

2	Delegation of authority and responsibility		0.854
EL4	The boss asked me to be responsible for the assigned work	0.882	
EL5	I am responsible for the performance and achievement of results	0.828	
EL2	The leadership gave me the authority to make changes to improve performance	0.641	
EL6	The leader assigns his team to be responsible for customer satisfaction	0.619	
EL1	My boss gave me the authority to make decisions to improve performance	0.571	
EL3	Leaders delegate tasks by assigning responsibilities	0.527	

Work Engagement

fifteenth indicators of work engagement survive and form three dimensions: dedication (eight indicators) with a

Cronbach's alpha of 0.912 and absorption (two indicators) with a Cronbach's alpha of 0.564, and vigor (five indicators) with a Cronbach's alpha of 0.814

Table 3. Presents an exploratory factor analysis result of work engagement

	Variables and Indicators	Loading	Alpha Score
1	Dedication		0.912
WE9	I am enthusiastic about the physiotherapist profession	0.932	
WE10	I am proud of the work done	0.919	
WE11	I feel the work done is full of meaning and purpose	0.879	
WE7	My job is fun	0.743	
WE8	Work embodies my inspiration	0.638	
WE16	I deepen and learn more about my work	0.540	
WE17	I feel happy when I work hard	0.469	
WE14	I enjoy the atmosphere at work	0.411	
2	Absorption		0.564
WE15	I find it difficult to get away from work	0.827	
WE12	When I work, I forget everything else around me	0.785	
3	Vigor		0.814
WE2	I feel full of energy when in the clinic/hospital	-0.881	
WE1	I want to go to work, when I wake up in the morning	-0.803	
WE6	I feel strong and passionate about work	-0.617	
WE5	I never give up at work	-0.490	
WE4	I can continue to work for long period	-0.433	

Professionalism

Table 4. Presents an exploratory factor analysis result of professionalism

	Variables and Indicators	Loading	Alpha Score
1	Service ethic		$\alpha = 0.888$
PF9	I prioritize patients being able to actively exercise at the clinic/hospital, and at home.	0.877	
PF10	I try to facilitate patients to diligently exercise.	0.856	
PF7	I try to show patients that I care about them.	0.806	
PF12	I strive to make improvements in movement and function in the patient's life.	0.734	
PF8	I facilitate being accessible for patients to meet with them before, after, and during therapy.	0.726	
PF11	I feel a responsibility to prevent patients from quitting exercise.	0.666	
PF22	I like the functional exercise therapy that I teach most often.	0.520	
2	Technical culture		$\alpha = 0.863$
PF17	The attitudes and habits that patients bring to my physiotherapy room greatly reduce their chances of physiotherapy success*	0.786	
PF24	I feel little loyalty to the physiotherapist profession*	0.758	
PF15	Patients who work hard and do well deserve more of my time than those who don't*	0.757	
PF14	My expectations about how much the patient should train are not as high as they used to be*	0.728	
PF2	We have little idea about the goals of therapy and home practice*	0.687	
PF16	There is very little I can do to ensure that most patients achieve optimal therapeutic outcomes*	0.660	
PF4	There is much disagreement among us about how to give exercise to patients*	0.639	
PF18	Most of the patients I teach are not able to learn the exercises I should be teaching*	0.602	
PF21	I didn't have the same enthusiasm as when I started as a physiotherapist*	0.527	
3	Professional commitment		$\alpha = 0.736$
PF20	I feel there is an increase in knowledge and skills every year as a physiotherapist.	0.701	
PF5	We share views about patients and how to relate to them.	0.624	
PF19	I am willing to put in a lot of effort beyond what is expected of a physiotherapist.	0.602	
PF6	Most of my co-workers have the same beliefs and values as me about the main mission of the hospital/clinic.	0.582	

Note: indicators with an * were transformed before further analysis

Twenty indicators of professionalism survive and form three dimensions: service ethic (seven indicators) with a Cronbach's alpha of 0.888 and technical culture (nine indicators) with a Cronbach's alpha of 0.863, and professional commitment (four indicators) with a Cronbach's alpha of 0.736

Task Performance

Eleven indicators of task performance survive and form three dimensions: job knowledge (six indicators) with a Cronbach's alpha of 0.777 and organizational skill (two indicators) with a Cronbach's alpha of 0.413, and efficiency (three indicators) with a Cronbach's alpha of 0.713.

Table 5. Presents an exploratory factor analysis result of task performance

	Variables and Indicators	Loading	Alpha Score
1	Job knowledge		$\alpha = 0.777$
TP6	I complete the task on time.	0.824	
TP1	I try to find information when given a new assignment.	0.747	
TP4	I do my job according to my competence as a physiotherapist.	0.587	
TP7	I work with a team and take responsibility for work.	0.579	
TP9	I care about work and organizational needs.	0.472	
TP2	I try to perform tasks effectively with the experience I have.	0.414	
2	Organizational skill		$\alpha = 0.413$
TP12	I asked for compensation for work*	0.817	
TP3	I perform a task that does not match my competence*	0.687	
3	Efficiency		$\alpha = 0.713$
TP10	I strive to do better	-0.883	
TP11	I try to improve the quality of task performance.	-0.852	
TP8	I didn't finish the task until the end*	-0.687	

Note: indicators with an * were transformed before further analysis

Confirmatory Factor Analysis

Overall result confirmatory factor measurement model shown in Figure

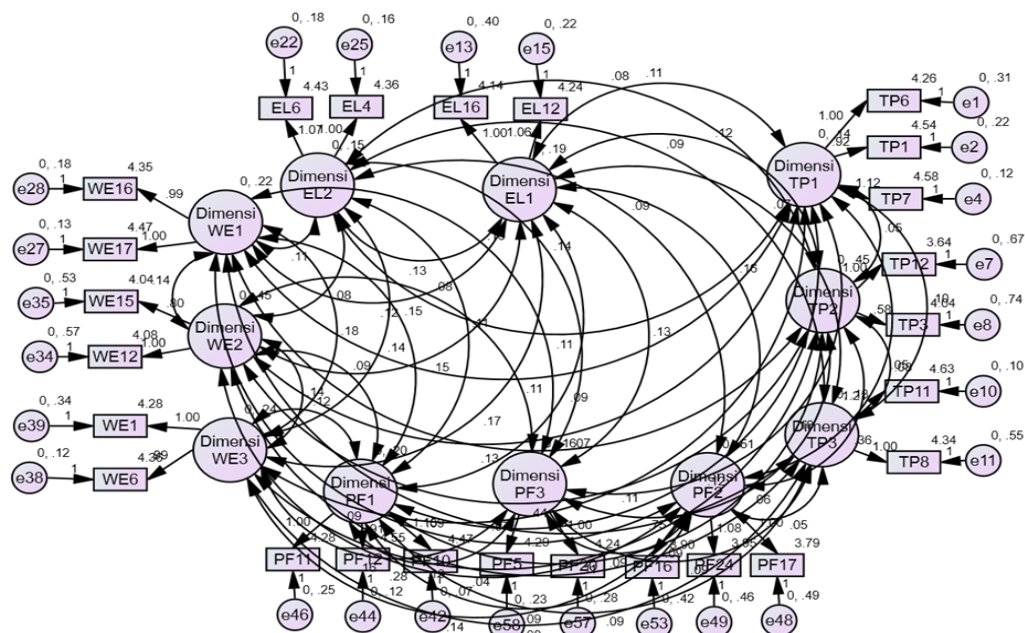


Figure 2 Confirmatory Factor Analysis

Figure 2 shows the results according to the recommended cut-off value, namely, the TLI value is 0.978, CMIN/DF is 1.121,

the CFI value is 0.984, and the RMSEA value is 0.024. Thus the exogenous

variables in the research model can be accepted as forming a fit model.

Structural Modeling

Structural modeling is a framework that shows the relationship between one exogenous variable and endogenous variables, or a combination formed between

exogenous variables and mediating variables that will affect endogenous variables.

Figure 3 shows the structural model of the theoretical framework being tested, this model fits the criteria: p-value of 0.089, CMIN/DF of 1.166, CFI of 0.978, and RMSEA of 0.028 (see the figure below)

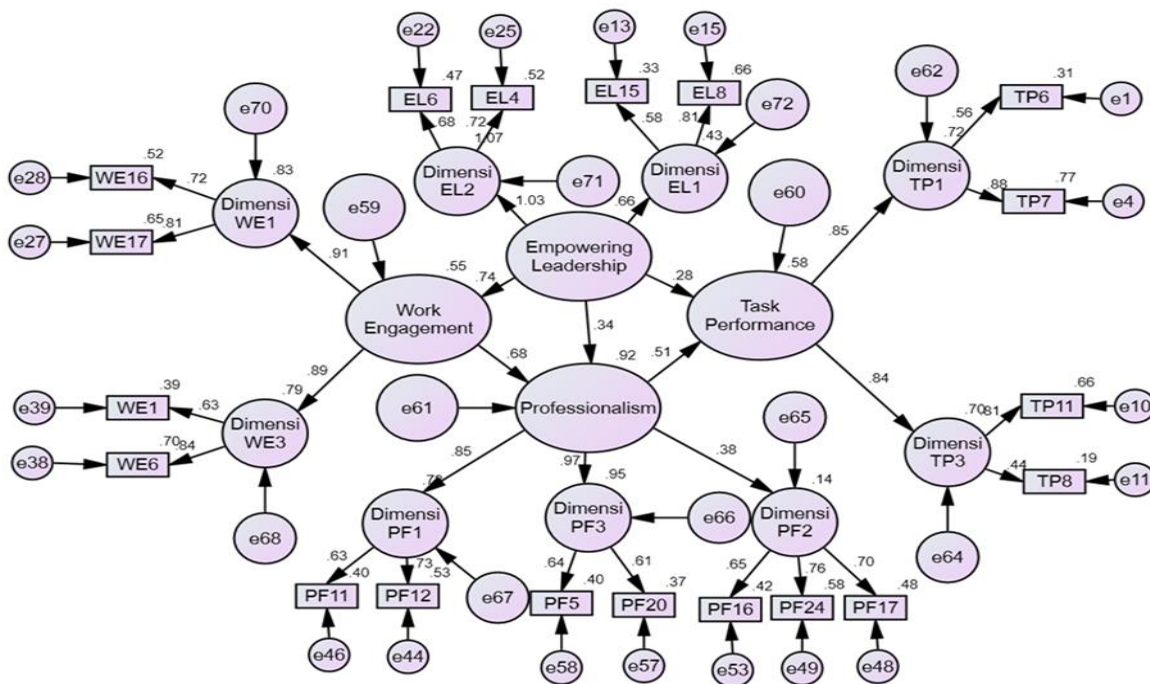


Figure 3 Structural Model Result

Hypothesis testing

After all the requirements are met, the stages of hypothesis testing can be done immediately. The processing is carried out using AMOS 20. To find out the magnitude of the direct effect formed between exogenous variables on endogenous variables, a direct effect is carried out.

As documented in the table below, empowering leadership fails to be significant in influencing task performance. These paths have C.R. scores of 1.245.

Therefore, H1 is rejected. Furthermore, empowering leadership has a significant influence on professionalism and work engagement with a C.R. score of 2.040 and 6.023 respectively. Therefore, H2 and H3 are accepted. Work engagement influences professionalism with a C.R. score of 3.025 and. Therefore, H4 is accepted. H5 predicted the impact of professionalism on task performance. It was also accepted with a C.R. score of 2.033.

Table 6. Summary of The Hypotheses Testing

Hypotheses	Path		C.R.	Results
H ₁	Empowering Leadership	Task Performance	1.245	Rejected
H ₂	Empowering Leadership	Professionalism	2.040	Accepted
H ₃	Empowering Leadership	Work Engagement	6.023	Accepted
H ₄	Work Engagement	Professionalism	3.205	Accepted
H ₅	Professionalism	Task Performance	2.033	Accepted

Table 6 shows the results of testing five hypotheses. As a result, four hypotheses were accepted. According to Hair et al. (2019), hypotheses were accepted if we have a critical ratio score (C.R.) of 1.98 or greater.

DISCUSSION

Impact of Empowering Leadership on Task Performance

The results test show that C.R. scores of 1.245. Based on these test results, it can be concluded that empowering leadership has no significant effect on task performance. The results of this study are not in line with previous research on other respondents conducted by (43–47) which concluded that empowering leadership has a significant effect on task performance. But this study is consistent with the research (48). There is a paradoxical mechanism empowering leadership empirically examined, namely positive (i.e., enabling process enhancing followers' self-efficacy and performance) and negative (i.e., burdening process in which specific empowering behaviors of the leader increase followers' job induced tension) effect on the task performance in the same place. Followers' job-induced tension, defined as feelings of strain and nervousness associated with work, can result from the leader's empowering behavior. It should be noted that when the managers or leaders engage in empowering behaviors toward their followers unconditionally, followers may perceive their leader as a permissive one, and feel that the leader is abdicating his or her responsibilities or duties. If this is the case, it would decrease followers' work role performance by increasing their job-induced tension (48).

The effect of leadership empowerment on the development of followers' psychological empowerment, trust leader, and leader-member exchange. The direct effect of empowering leadership is negative. The main effect of leadership empowerment on task performance is only

significant in vertical and strong collectivistic cultures when followers have lower organizational tenure (49).

Impact of Empowering Leadership on Professionalism

In the results of research and hypothesis testing, empowering leadership impact on professionalism has a positive and significant effect. So this research strengthens previous research by (50) that there is a pattern of empowerment that can increase professionalism. First, empowerment is an effort to develop oneself independently according to competence and field of work. Second, empowerment is carried out through Continuous Professional Development (CPD) which focuses on empowerment goals and is useful for increasing competence, professionalism, responsibility, initiative, performance, and job satisfaction. Third, the barriers to empowerment are the absence of adequate facilities and low motivation. Fourth, the solution to overcome barriers to empowerment in increasing professionalism is the joint commitment of all parties. Fifth, the meaning of professionalism is full-time work, according to competence, has a code of ethics, has a professional organization, does the best, and makes independent decisions (50)

Impact of Empowering Leadership on Work Engagement

In the research and the results of the hypothesis, this study show empowering leadership has a positive and significant impact on work engagement. This result is in line with the research of (34) examines, that psychological empowerment mediates the relationship between leadership empowerment and work engagement. This finding indicates that the greater the leadership empowering behavior of the leader, the more employees feel psychologically empowered, which makes employees feel engaged in work. Employees who have leadership empowerment will provide psychological empowerment that is,

give meaning to their work, give them autonomy and control over their work, and offer feedback to make them feel competent. When an individual feels that what is important and has an impact on the organization, they will be more loyal and involved in their work. Empowering leadership as a source of motivation increases employee confidence in their abilities. Empowered employees with high self-efficacy and competence will have more energy and dedication towards doing their job better.

Impact of Work Engagement on Professionalism

In the research and analysis of the hypothesis, the effect of work engagement on professionalism has a positive and significant effect. The results of this study are in line with previous research which states that the better work engagement will cause an increase in professionalism. Dedication to work, determination, and enthusiasm when working in the workplace are important components to continuously improve professionalism with support from management, colleagues, and even customers (51). The increased work involvement can increase professionalism including high adaptability, and job satisfaction so that it has an impact on career commitment (52,53).

Impact Professionalism on Task Performance

Based on the hypothesis testing, the effect of professionalism on task performance has a positive and significant influence, this strengthens the previous research of (54–61). The relationship between professionalism and performance is related to professional competence, namely: the desire to behave close to the ideal standard, the desire to improve and maintain the image of the profession, and the desire to continue to pursue development opportunities to improve the quality of skills and knowledge, and pursue the quality and ideals of the profession. Employee

performance is influenced by professionalism and individual motivation with high efforts to achieve company goals and meet their needs. If the demands of the individual's work are not in accordance with his abilities, his performance is not easily achieved (54). Every employee is expected to have a professional attitude at work so that they can optimize their knowledge, energy, time, skills, and resources according to the field they are involved in, so that it will affect the performance of the employee. Four characteristics that are considered to represent professionalism are as follows: service delivery is more oriented towards public interest than personal interest, high skills based on theoretical and systematic knowledge, remuneration system (in the form of money, promotions, positions, and honors) which is a symbol of work performance, there is strict supervision of worker behavior through a code of ethics that is internalized in the work socialization process (58). Professionalism is a set of skills that require doing a job efficiently and effectively with a high level of expertise to achieve maximum work goals (61).

CONCLUSION

This study aims to measure the impact of empowering leadership on task performance, professionalism, work engagement, work engagement on professionalism, and professionalism on task performance. This research is addressed to physiotherapists in Jakarta, Indonesia. In total there were five hypotheses to be examined.

One hypothesis was rejected including the impact of empowering on task performance. On the other hand, four other hypotheses were accepted. Empowering leadership significantly influenced professionalism and work engagement. Work engagement significantly influenced professionalism, and professionalism significantly influenced task performance. When all components work effectively, it is expected to improve task performance to

achieve organizational goals

This study was designed to include participants from various health care facilities but in fact, the predominant respondents were from the hospital. Naturally of a hospital, respondents obtained task performance from various working, such as job knowledge, organization skill, and efficiency. On the other hand, respondents from other facilities, such as clinics, did not receive this kind of job. A recommendation for future study is to conduct a study by comparing participants from various settings of health care facilities. While this study included only physiotherapists, future studies may invite other health workers too.

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