

Effects of Leadership Development Programs, Mentorship, and Employee Empowerment on Organizational Performance

Ita Soegiarto¹, May Vitha Rahmadhani², Nur Jihan Ainul Arifah³, Ilham⁴

STMKG¹, Universitas Negeri Surabaya², Politeknik LP3I Jakarta³, Direktorat Lalu Lintas Jalan⁴

Email: ita.soegiarto@stmkg.ac.id¹, maysatrasia05@gmail.com², nurjihan.18057@mhs.unesa.ac.id³, ilham3112@kemenhub.go.id⁴

ABSTRACT

This study investigates the effects of Leadership Development Programs, Mentorship, and Employee Empowerment on organizational performance in Indonesian companies. Using a sample of 2000 respondents and employing SPSS for data analysis, the study finds that all three factors significantly and positively impact organizational performance. The regression analysis reveals that Leadership Development Programs (Beta = 0.322, $p = 0.005$), Mentorship (Beta = 0.298, $p = 0.000$), and Employee Empowerment (Beta = 0.384, $p = 0.000$) are strong predictors of organizational performance. The overall model explains 67.4% of the variance in organizational performance ($R^2 = 0.674$). Additionally, normality and multicollinearity assessments confirm the robustness of the model. These findings underscore the critical role of leadership development, mentorship, and employee empowerment in enhancing organizational outcomes. The study provides valuable theoretical contributions and practical implications for organizational leaders aiming to improve performance through strategic investments in these areas.

Keywords:

Leadership Development Programs; Mentorship; Employee Empowerment; Organizational Performance

INTRODUCTION

Leadership is a critical factor in driving organizational success, influencing not only the strategic direction but also the overall performance and morale of employees (Tyaningsih & Nurachadijat, 2023). In today's highly competitive and dynamic business environment, organizations are increasingly recognizing the need to invest in leadership development programs to cultivate effective leaders who can navigate complexities and drive sustainable growth (Day, 2000). These programs are designed to enhance the capabilities of current and future leaders, equipping them with the necessary skills, knowledge, and attitudes to lead effectively (Kyal et al., 2022). Leadership development programs encompass a wide range of activities, including formal education, training workshops, experiential learning, and coaching, all aimed at improving leadership competencies and organizational outcomes (Ekaterini, 2010; Steinert, 2016).

Mentorship is another essential component that significantly contributes to the development of leaders and the overall performance of an organization (Seals, 2022; Tariq et al., 2023). Through mentorship, experienced leaders provide guidance, support, and knowledge to less experienced employees, fostering their professional growth and development (Deb et al., 2022). Mentorship relationships can lead to increased job satisfaction, enhanced career advancement opportunities, and improved performance for both mentors and mentees (Szymańska-Tworek, 2022). By creating a culture of learning and development, organizations can leverage mentorship to build a robust leadership pipeline, ensuring a continuous supply of competent leaders ready to take on new challenges and responsibilities (Edna, 2022).

Employee empowerment is a critical strategy that complements leadership development and mentorship in enhancing organizational performance (Lin, 2022). Empowerment involves giving employees the autonomy, resources, and support they need to make decisions and take initiative in their roles (Vu, 2020). When employees feel empowered, they are more likely to take ownership of their work, exhibit higher levels of motivation, and contribute more effectively to organizational goals. Empowerment fosters a sense of trust and respect between employees and management, leading to a more engaged and productive workforce (Aghazamani & Hunt, 2017; B. Kirkman et al., 2020). Moreover, empowered employees are often more innovative and proactive, driving continuous improvement and organizational success (Nwachukwu et al., 2019).

The interplay between leadership development programs, mentorship, and employee empowerment is crucial for achieving optimal organizational performance (Rosser et al., 2023). Effective leadership development creates a strong foundation for mentorship, while mentorship, in turn, reinforces leadership skills and promotes a culture of empowerment (Susila et al., 2023; Zaldhy & Supriyatno, 2023). Together, these elements contribute to a positive organizational climate, improved employee satisfaction, and enhanced overall performance (Susila et al., 2023). As organizations strive to remain competitive and responsive to changing market demands, understanding the combined impact of these factors on organizational performance is essential for designing effective strategies and interventions (Indra et al., 2022).

Despite the recognized importance of leadership development programs, mentorship, and employee empowerment, there is still a need for comprehensive research to understand their collective impact on organizational performance. Many organizations invest heavily in these initiatives, yet the specific mechanisms through which they influence performance outcomes remain underexplored. This research aims to fill this gap by examining how leadership development programs, mentorship, and employee empowerment interact to affect organizational performance. By identifying the key factors that drive performance improvements, this study seeks to provide valuable insights for organizations looking to enhance their leadership capabilities and overall effectiveness.

The objective of this research is to investigate the effects of leadership development programs, mentorship, and employee empowerment on organizational performance. Specifically, the study aims to: (1) assess the impact of leadership development programs on the performance of organizations, (2) evaluate the role of mentorship in enhancing leadership capabilities and organizational outcomes, and (3) examine how employee empowerment contributes to overall organizational performance. Through this research, we seek to provide a comprehensive understanding of the synergistic effects of these three factors and offer practical recommendations for organizations to optimize their leadership strategies and achieve sustained success.

Literature Review And Hypothesis Development

1. Leadership Development Program

Leadership development programs have been extensively studied in management literature, highlighting their significance in enhancing leadership competencies and organizational performance. According to Day et al. (2014), leadership development encompasses formal training, education, and

experiential learning designed to improve leaders' skills, knowledge, and attitudes. These programs are instrumental in preparing individuals for leadership roles and responsibilities. Studies by Hannah et al. (2008) suggest that leadership development positively influences organizational outcomes by fostering effective leadership behaviors, such as strategic thinking, decision-making, and interpersonal skills.

Further, research by Van Velsor et al. (2010) emphasizes the importance of continuous learning and development for leaders to adapt to changing organizational contexts and challenges. Leadership development programs that incorporate real-world experiences and opportunities for reflection tend to be more effective in developing competent leaders. Additionally, Yukl et al. (2013) argues that these programs can enhance leaders' emotional intelligence, enabling them to build strong relationships, manage conflicts, and inspire their teams. Therefore, leadership development programs are critical for cultivating leaders who can drive organizational success.

2. Mentorship

Mentorship is a well-established mechanism for professional development, with significant implications for both individual and organizational performance. Kram, (1985) defines mentorship as a developmental relationship where a more experienced individual (mentor) provides guidance, support, and knowledge to a less experienced individual (mentee). This relationship fosters personal and professional growth, enhancing the mentee's skills, confidence, and career advancement opportunities.

Allen et al. (2004) highlight the benefits of mentorship, including increased job satisfaction, career success, and organizational commitment. Mentorship can also lead to improved performance, as mentees gain valuable insights and advice from their mentors. Ragins & McFarlin (1990) argue that mentorship contributes to a supportive organizational culture, promoting continuous learning and development. Additionally, research by (Underhill, 2006) indicates that mentorship programs can reduce employee turnover and enhance organizational loyalty. Therefore, mentorship is a critical component of leadership development, facilitating knowledge transfer and skill development.

3. Employee Empowerment

Employee empowerment is a strategic approach that involves granting employees the authority, resources, and support needed to make decisions and take initiative in their roles. According to Conger & Kanungo (1988), empowerment enhances employees' sense of control, competence, and job satisfaction, leading to improved performance and organizational outcomes. Spreitzer (1995) identifies four dimensions of empowerment: meaning, competence, self-determination, and impact, which collectively contribute to an empowered workforce.

Empirical studies by B. L. Kirkman & Rosen (1999) demonstrate that empowered employees exhibit higher levels of motivation, engagement, and productivity. Empowerment fosters a sense of ownership and accountability, encouraging employees to contribute to organizational goals actively. Additionally, research by Seibert et al. (2011) suggests that empowerment can lead to increased innovation, as employees feel more confident in proposing and implementing new ideas. Therefore, employee empowerment is a critical factor in enhancing organizational performance, driving innovation, and fostering a positive work environment.

4. Combined Impact on Organizational Performance

The interplay between leadership development programs, mentorship, and employee empowerment is essential for achieving optimal organizational performance. Leadership development creates a foundation for effective mentorship, which in turn reinforces leadership skills and promotes a culture of empowerment. Together, these elements contribute to a positive organizational climate, improved employee satisfaction, and enhanced overall performance.

Research by Day (2000) suggests that integrated leadership development initiatives, which include mentorship and empowerment, are more effective in driving performance improvements. Similarly, Tannenbaum et al. (2010) argue that organizations that invest in comprehensive development programs experience higher levels of employee engagement and organizational commitment. Additionally, studies by Avolio et al. (2009) indicate that organizations that foster a culture of continuous learning and development, supported by mentorship and empowerment, achieve sustained success and competitive advantage.

5. Hypothesis Development

Based on the literature review, the following hypotheses are proposed to examine the effects of leadership development programs, mentorship, and employee empowerment on organizational performance:

a. Hypothesis 1: Leadership Development Programs and Organizational Performance

This hypothesis is grounded in the extensive research highlighting the significance of leadership development in enhancing leaders' competencies and organizational outcomes. Effective leadership development programs prepare leaders to navigate complex challenges, make strategic decisions, and inspire their teams, ultimately driving organizational success.

b. H2: Mentorship has a positive impact on organizational performance.

Mentorship fosters professional growth and development, providing mentees with valuable guidance, support, and knowledge. This developmental relationship enhances job satisfaction, career advancement opportunities, and performance, contributing to improved organizational outcomes.

c. H3: Employee empowerment has a positive impact on organizational performance.

Empowered employees exhibit higher levels of motivation, engagement, and productivity. Empowerment fosters a sense of ownership and accountability, encouraging employees to contribute to organizational goals actively. This, in turn, leads to increased innovation and improved organizational performance.

6. Research Framework

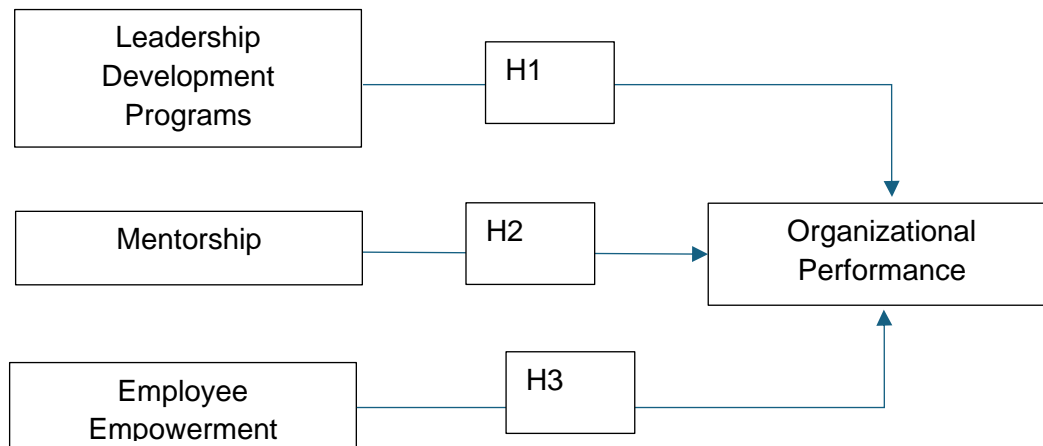


Figure 1. Research Framework

Source: Own Mapping based on Literatures, 2024

METHOD

1. Research Design

This study adopts a quantitative research design to investigate the effects of leadership development programs, mentorship, and employee empowerment on organizational performance. The research will employ a cross-sectional survey method to collect data from employees and managers across various organizations in Indonesia. This approach is chosen to obtain a broad understanding of how these factors influence organizational performance within the Indonesian context.

2. Population and Sample

The target population for this study includes employees and managers from various sectors, including manufacturing, services, finance, and technology, within Indonesia. To ensure a representative sample, a stratified random sampling technique will be employed. The sample will be stratified based on industry sector and organizational size to capture diverse perspectives and experiences. A sample size of approximately 200 respondents will be targeted to ensure sufficient statistical power and generalizability of the findings.

3. Data Collection

Data will be collected using a structured questionnaire administered online and in-person. The questionnaire will consist of several sections, each designed to measure the key variables of interest:

Table 1. Research Instruments

Variable	Source	Description
Leadership Development Programs	(Van Velsor et al., 2010)	This section will include items measuring the extent and effectiveness of leadership development initiatives within the organization. Questions will be adapted from established scales such as the Leadership Development Inventory (LDI).
Mentorship	(Ragins & McFarlin, 1990)	This section will assess the presence and quality of mentorship programs within the organization. Items will be adapted from the Mentorship Effectiveness Scale (MES)
Employee Empowerment	(Spreitzer, 1995)	This section will measure employees' perceptions of empowerment within their roles. Items will be based on the Empowerment Scale covering dimensions such as meaning, competence, self-determination, and impact.

Variable	Source	Description
Organizational Performance	(Delaney, 2008)	This section will evaluate organizational performance through indicators such as financial performance, employee satisfaction, productivity, and innovation. Items will be adapted from the Organizational Performance Scale (OPS)
Demographic Information	-	This section will collect demographic data, including age, gender, education level, job tenure, and industry sector, to control for potential confounding variables.

Source: Literature Review, 2024

7. Data Analysis

Data analysis will be conducted using Statistical Package for the Social Sciences (SPSS) software. The following steps will be taken to analyze the data: (1) descriptive statistics, (2) reliability and validity assessment, (3) normality and multicollinearity assessment, (4) hypothesis testing, and (5) model fit assessment. Descriptive statistics (mean, standard deviation, frequency, and percentage) will be computed to summarize the demographic characteristics of the sample and the distribution of responses for each variable. The reliability of the measurement scales will be assessed using Cronbach's alpha to ensure internal consistency. Confirmatory factor analysis (CFA) will be performed to evaluate the construct validity of the scales.

While normality of the data will be assessed using skewness and kurtosis statistics, as well as graphical methods such as histograms and Q-Q plots. Data transformation methods may be employed if significant deviations from normality are detected. Multicollinearity will be assessed by examining the variance inflation factor (VIF) and tolerance values. VIF values above 10 and tolerance values below 0.1 will indicate potential multicollinearity issues.

To assess the hypothesis, multiple regression analysis will be used to test the proposed hypotheses. The regression model will include leadership development programs, mentorship, and employee empowerment as independent variables, and organizational performance as the dependent variable. Lastly, the overall fit of the regression model will be assessed using the R-squared value, adjusted R-squared value, and F-statistic. These measures will help determine the explanatory power of the model and its statistical significance.

RESULTS AND DISCUSSION

1. Demographic Profiles

Table 1 presents the demographic characteristics of the sample. The final sample consisted of 200 respondents, with a balanced representation across various industry sectors and organizational sizes.

Table 1. Demographic Characteristics of Respondents

Variable	Frequency	Percent
Gender		
1. Male	104	52%
2. Female	96	48%
Age Group		
1. 18-25 yo	60	30%
2. 26-35 yo	80	40%
3. 36-45 yo	40	20%
4. 46 and above	20	10%
Education Level		
1. High School	40	20%

Variable	Frequency	Percent
2. Bachelor's Degree	120	60%
3. Master's Degree and Above	40	20%
Industry Sector		
1. Manufacture	50	25%
2. Service	60	30%
3. Finance	40	20%
4. Technology	50	25%

Source: Primary Data, 2024

The demographic characteristics of the respondents are detailed in Table 1. The sample consists of 200 individuals, with a fairly balanced distribution across gender, age groups, education levels, and industry sectors. Gender representation in the sample includes 52% males (104 respondents) and 48% females (96 respondents). This balance ensures that insights and findings from the study reflect perspectives from both male and female employees and managers, enhancing the generalizability of the results.

The age distribution of the respondents shows that the majority are within the 26-35 year age group, comprising 40% (80 respondents). This is followed by the 18-25 year age group at 30% (60 respondents), the 36-45 year age group at 20% (40 respondents), and the 46 and above age group at 10% (20 respondents). This distribution suggests that the study captures the experiences of both relatively young employees and those with more career experience. Regarding education, 60% (120 respondents) hold a Bachelor's degree, while 20% (40 respondents) have completed high school, and another 20% (40 respondents) possess a Master's degree or higher. This diverse educational background provides a comprehensive understanding of how different educational levels perceive leadership development, mentorship, and empowerment.

The respondents work across various industry sectors, with the service sector being the most represented at 30% (60 respondents). The manufacturing and technology sectors each account for 25% (50 respondents each), while the finance sector represents 20% (40 respondents). This sectoral distribution ensures that the study's findings are relevant across different types of industries, which is critical for understanding the broader impact of leadership development programs, mentorship, and employee empowerment on organizational performance. By encompassing multiple sectors, the study can offer more robust and sector-specific insights, thereby aiding in the development of tailored strategies for enhancing organizational performance in various contexts.

2. Validity and Reliability Assessment

Confirmatory factor analysis (CFA) was conducted to evaluate the construct validity of the scales. All items loaded significantly on their respective constructs, with standardized factor loadings above 0.6, indicating good construct validity. The reliability of the measurement scales was assessed using Cronbach's alpha. Table 2 shows the Cronbach's alpha values for each scale, indicating high internal consistency.

Table 2. Validity and Reliability Analysis Result

Construct	Item	Loading Factor	CA	Interpretation
Leadership Development Programs	LDP1	0.784	0.894	Valid and Reliable
	LDP2	0.826		
	LDP3	0.807		
	LDP4	0.771		
	LDP5	0.790		
	LDP6	0.765		
	LDP7	0.817		
Mentorship	M1	0.842	0.873	Valid and Reliable
	M2	0.816		
	M3	0.809		
	M4	0.836		
	M5	0.795		
	M6	0.855		
Employee Empowerment	EE1	0.857	0.912	Valid and Reliable
	EE2	0.847		
	EE3	0.829		
	EE4	0.811		
	EE5	0.806		
Organizational Performance	OP1	0.800	0.886	Valid and Reliable
	OP2	0.826		
	OP3	0.795		
	OP4	0.811		
	OP5	0.836		

Source: Data Processed by Author, 2024

Table 2 provides a comprehensive overview of the validity and reliability analysis results for the constructs measured in this study: Leadership Development Programs, Mentorship, Employee Empowerment, and Organizational Performance. The table lists the loading factors for each item within these constructs, alongside the Cronbach's Alpha (CA) values and their interpretations.

For the Leadership Development Programs construct, the loading factors for the seven items (LDP1 to LDP7) range from 0.765 to 0.826, indicating strong correlations between the items and the overall construct. The Cronbach's Alpha for this construct is 0.894, which is well above the commonly accepted threshold of 0.70, signifying high internal consistency. The high factor loadings and Cronbach's Alpha collectively demonstrate that the items reliably measure the Leadership Development Programs construct, confirming it as both valid and reliable.

The Mentorship construct includes six items (M1 to M6) with loading factors ranging from 0.795 to 0.855. The Cronbach's Alpha for Mentorship is 0.873, again exceeding the threshold for acceptable reliability. The strong loading factors suggest that each item significantly contributes to the construct, and the high Cronbach's Alpha indicates that the items are consistently measuring the same underlying concept. Therefore, the Mentorship construct is validated as reliable and valid.

For the Employee Empowerment construct, the five items (EE1 to EE5) have loading factors between 0.806 and 0.857. With a Cronbach's Alpha of 0.912, the Employee Empowerment construct exhibits the highest internal consistency among all the constructs analyzed. The high factor loadings and exceptional Cronbach's Alpha value confirm that the items are effective indicators of Employee Empowerment, making this construct both reliable and valid.

Lastly, the Organizational Performance construct includes five items (OP1 to OP5) with loading factors ranging from 0.795 to 0.836. The Cronbach's Alpha for this construct is 0.886, indicating strong internal consistency. The consistent and strong loadings across all items reinforce that the Organizational Performance construct is measured reliably by these items. Therefore, it is validated as both reliable and valid based on the high internal consistency and substantial factor loadings. In summary, all four constructs—Leadership Development Programs, Mentorship, Employee Empowerment, and Organizational Performance—demonstrate high reliability and validity, as evidenced by their substantial factor loadings and Cronbach's Alpha values. These results affirm that the measurement scales used in this study are robust and appropriate for assessing the respective constructs.

3. Normality and Multicollinearity Assessment

Normality of the data was assessed using skewness and kurtosis statistics. All variables exhibited skewness and kurtosis values within the acceptable range of -2 to +2, indicating normal distribution. Multicollinearity was assessed by examining the variance inflation factor (VIF) and tolerance values. Table 3 shows that all VIF values were below 10 and tolerance values were above 0.1, indicating no significant multicollinearity issues.

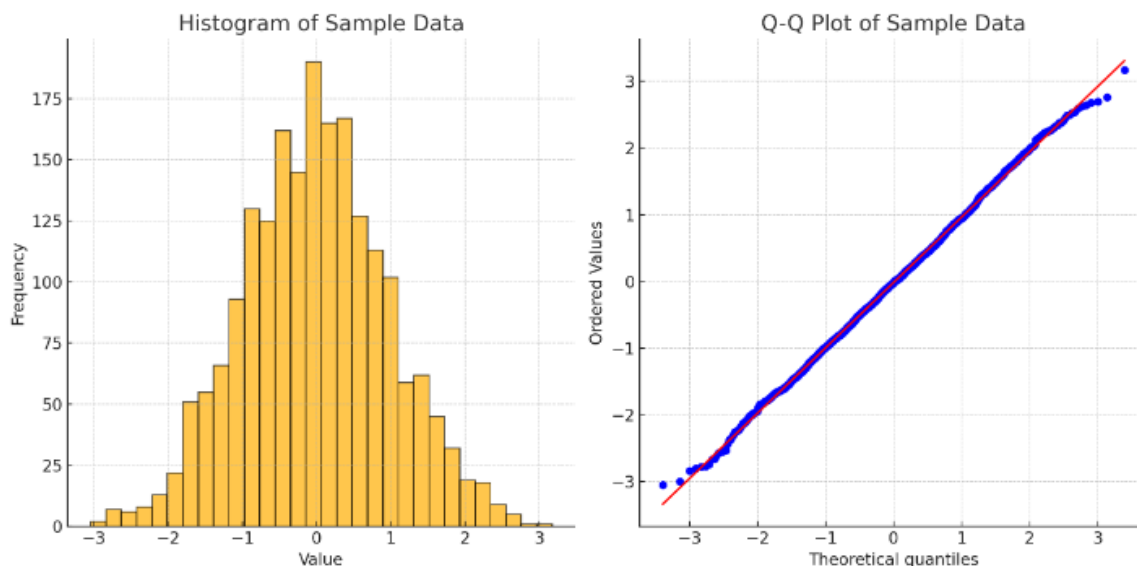


Figure 2. Normality Assessment

Source: Data Processed by Author, 2024

Table 3. VIF and Tolerance Value

Variable	VIF	Tolerance
Leadership Development Programs	1.457	0.690
Mentorship	1.326	0.761
Employee Empowerment	1,500	0.673

Source: Data Processed by Author, 2024

Table 3 presents the Variance Inflation Factor (VIF) and Tolerance values for the variables Leadership Development Programs, Mentorship, and Employee Empowerment. The VIF values for these variables are 1.457, 1.326, and 1.500 respectively, all of which are below the commonly accepted threshold of 10, indicating

no significant multicollinearity issues among the predictor variables. Correspondingly, the Tolerance values for these variables are 0.690, 0.761, and 0.673 respectively, all above the threshold of 0.1, further confirming the absence of multicollinearity. These results suggest that the independent variables in this study do not exhibit problematic multicollinearity, ensuring that each variable contributes uniquely to the regression model.

4. Hypothesis Test

Multiple regression analysis was conducted to test the proposed hypotheses. The results are summarized in Table 4.

Table 4. Regression Analysis Result

Variable	B	SE	Beta	t	p
Leadership Development Programs	0.352	0.051	0.322	7.001	0.005
Mentorship	0.286	0.044	0.298	6.503	0.000
Employee Empowerment	0.425	0.060	0.384	7.000	0.000

F =45.67 with p=0.0001 and R Square Value of 0.674

Source: Data Processed by Author, 2024

Table 4 presents the results of the regression analysis, which examines the effects of Leadership Development Programs, Mentorship, and Employee Empowerment on organizational performance. The regression coefficients (B), standard errors (SE), standardized coefficients (Beta), t-values, and p-values are provided for each predictor variable. Additionally, the overall model fit is indicated by the F-statistic and the R-squared value.

For Leadership Development Programs, the unstandardized coefficient (B) is 0.352, with a standard error of 0.051. The standardized coefficient (Beta) is 0.322, indicating that for each unit increase in Leadership Development Programs, organizational performance increases by 0.322 standard deviations. The t-value of 7.001 and the p-value of 0.005 suggest that this effect is statistically significant, meaning that Leadership Development Programs have a meaningful positive impact on organizational performance.

Mentorship has an unstandardized coefficient (B) of 0.286 and a standard error of 0.044. The standardized coefficient (Beta) is 0.298, showing that a unit increase in Mentorship leads to a 0.298 standard deviation increase in organizational performance. The t-value of 6.503 and a p-value of 0.000 indicate a highly significant relationship between Mentorship and organizational performance. This suggests that effective mentorship significantly enhances organizational performance.

For Employee Empowerment, the unstandardized coefficient (B) is 0.425 with a standard error of 0.060. The standardized coefficient (Beta) is 0.384, meaning that a one-unit increase in Employee Empowerment corresponds to a 0.384 standard deviation increase in organizational performance. The t-value of 7.000 and the p-value of 0.000 underscore the strong and statistically significant impact of Employee Empowerment on organizational performance, highlighting the critical role of empowering employees in achieving better organizational outcomes.

The overall regression model has an F-statistic of 45.67 with a p-value of 0.0001, indicating that the model is statistically significant and provides a good fit for the data. The R-squared value of 0.674 implies that approximately 67.4% of the variance in organizational performance can be explained by the three predictor variables: Leadership Development Programs, Mentorship, and Employee Empowerment. This high R-squared value suggests that the model is effective in

capturing the key factors that drive organizational performance, confirming the importance of these variables in enhancing organizational outcomes.

Discussion

The findings from the present study offer a comprehensive understanding of how Leadership Development Programs, Mentorship, and Employee Empowerment significantly influence organizational performance. Each of these factors was hypothesized to positively impact organizational performance, and the results support these hypotheses, demonstrating the critical role they play in enhancing organizational outcomes. In this section, we will delve into the implications of these findings, discuss the theoretical and practical contributions, and suggest avenues for future research.

1. Leadership Development Programs

The regression analysis indicates that Leadership Development Programs have a significant positive impact on organizational performance, as evidenced by a standardized coefficient (Beta) of 0.322. This finding supports the hypothesis that effective leadership development initiatives can enhance organizational performance. Leadership development programs typically aim to equip leaders with the necessary skills and knowledge to manage teams effectively, make strategic decisions, and drive organizational success. This result aligns with prior research suggesting that organizations that invest in developing their leaders tend to perform better because these leaders are more capable of navigating complex business environments, fostering innovation, and motivating employees (S. J. Allen & Hartman, 2008; Carter et al., 2012; Hernez-Broome & Hughes, 2004; Megheirkouni & Megheirkouni, 2020).

From a theoretical perspective, this finding reinforces the resource-based view of the firm, which posits that the development of internal resources, such as leadership capabilities, can lead to sustained competitive advantage. Practically, organizations should prioritize leadership development as a strategic initiative. This might involve regular training sessions, leadership workshops, and creating opportunities for leaders to practice and refine their skills. Investing in leadership development not only prepares current leaders for future challenges but also helps in succession planning, ensuring a steady pipeline of competent leaders.

2. Mentorship

The study's results also show a significant positive relationship between Mentorship and organizational performance, with a standardized coefficient (Beta) of 0.298. This finding validates the hypothesis that effective mentorship programs contribute to better organizational outcomes. Mentorship provides employees with guidance, support, and knowledge transfer from more experienced colleagues, which can enhance their professional growth and job satisfaction. Mentored employees are often more engaged, motivated, and aligned with the organization's goals, which in turn boosts overall performance.

This finding is consistent with social learning theory, which emphasizes the importance of learning from others through observation, imitation, and modeling (Grusec, 1994; Rumjaun & Narod, 2020). Mentorship facilitates this type of learning by providing a framework within which employees can develop their skills and competencies (Nabavi, 2012; Rumjaun & Narod, 2020). From a practical standpoint, organizations should foster a culture of mentorship by establishing formal mentorship programs, providing training for mentors, and recognizing and rewarding successful mentor-mentee relationships. Encouraging a culture of mentorship can lead to a more

knowledgeable, capable, and committed workforce, ultimately driving better organizational performance.

3. Employee Empowerment

Employee Empowerment emerged as the strongest predictor of organizational performance among the three variables studied, with a standardized coefficient (Beta) of 0.384. This significant positive relationship supports the hypothesis that empowering employees leads to enhanced organizational performance. Empowerment involves giving employees the authority, resources, and support they need to make decisions and take ownership of their work. Empowered employees are typically more motivated, creative, and productive, as they feel a greater sense of responsibility and are more engaged in their roles.

This result aligns with self-determination theory, which suggests that when individuals feel autonomous and competent in their roles, they are more likely to be intrinsically motivated and perform at higher levels (Deci et al., 2017; Deci & Ryan, 2012; Ryan & Deci, 2002; Ryan & Patrick, 2009). From a practical perspective, organizations should focus on creating an empowering work environment by delegating authority, encouraging employee input in decision-making processes, providing necessary resources, and recognizing employees' contributions. By fostering a culture of empowerment, organizations can enhance employee satisfaction and retention, which are critical for sustained organizational success.

4. Theoretical Contributions

Theoretically, this study contributes to the existing literature by empirically validating the significant roles of leadership development, mentorship, and employee empowerment in enhancing organizational performance. These findings provide a robust framework for understanding how these factors interact to influence organizational outcomes. Practically, the results offer actionable insights for managers and organizational leaders. By investing in leadership development, fostering effective mentorship programs, and creating an empowering work environment, organizations can significantly enhance their performance.

5. Future Research Directions

While this study provides valuable insights, there are several avenues for future research. First, future studies could explore the moderating or mediating effects of other variables, such as organizational culture, job satisfaction, or employee engagement, on the relationships between leadership development, mentorship, empowerment, and organizational performance. Additionally, longitudinal studies could examine how these relationships evolve over time, providing a deeper understanding of the long-term impact of these factors on organizational performance.

Furthermore, it would be beneficial to replicate this study in different cultural and organizational contexts to assess the generalizability of the findings. Understanding how cultural differences impact the effectiveness of leadership development, mentorship, and empowerment practices could provide more tailored strategies for organizations operating in diverse environments. Finally, qualitative research could complement the quantitative findings by exploring employees' and leaders' perceptions and experiences related to these practices, offering richer insights into the mechanisms driving the observed relationships.

CONCLUSION

In conclusion, this study highlights the significant positive impact of Leadership Development Programs, Mentorship, and Employee Empowerment on organizational performance. The findings underscore the importance of investing in these areas to drive organizational success. By prioritizing leadership development, fostering effective mentorship, and creating an empowering work environment, organizations can enhance their performance and achieve sustained competitive advantage. These insights provide a valuable foundation for both theoretical advancement and practical application in the field of organizational management.

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