

**THE ROLE OF EMPLOYEE EMPOWERMENT IN IMPROVING EMPLOYEE
PERFORMANCE AT SHANGHAI “JESSIVAR” KIWA PEANUT FACTORY**

**PERAN PEMBERDAYAAN KARYAWAN DALAM MENINGKATKAN KINERJA KARYAWAN PADA
PABRIK KACANG SHANGHAI “JESSIVAR” KIWA**

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Abstract: *The success of company management is primarily determined by utilizing human resources, where company managers must pay attention to employees' attitudes, behaviour, desires and needs to encourage employees to improve their performance. The final project aims to determine the observation of employee empowerment at Shanghai "Jessivar" Kiwa Peanut Factory. Khan's theory contains several indicators: Desire, Trust, Confidence, Credibility, Accountability, and Communication. The research method used is qualitative. The analysis technique uses observation, interviews, and documentation. The results of the study found that desire for Shanghai "Jessivar" Kiwa Peanut Factory has been well empowered, trust in Shanghai "Jessivar" Kiwa Peanut Factory can be said to be enough empowered, confident employees at Shanghai "Jessivar" Kiwa Peanut Factory have been well empowered, confident employees at Shanghai "Jessivar" Kiwa Peanut Factory have been well empowered, credibility in Shanghai "Jessivar" Kiwa Peanut Factory has been well empowered, accountability at Shanghai "Jessivar" Kiwa Peanut Factory is quite well empowered, communication in Shanghai "Jessivar" Kiwa Peanut Factory has been well empowered.*

Keywords: employee empowerment, employee performance

Abstrak: *Keberhasilan manajemen perusahaan sangat ditentukan oleh pemanfaatan sumber daya manusia, dimana manajer perusahaan harus memperhatikan sikap, perilaku, keinginan dan kebutuhan karyawan untuk mendorong karyawan meningkatkan kinerjanya. Tugas akhir ini bertujuan untuk mengetahui observasi pemberdayaan karyawan di Pabrik Kacang Tanah Shanghai “Jessivar” Kiwa. Teori Khan memuat beberapa indikator: Desire, Trust, Confidence, Credibility, Accountability, dan Communication. Metode penelitian yang digunakan adalah kualitatif. Teknik analisis menggunakan observasi, wawancara, dan dokumentasi. Hasil penelitian didapatkan bahwa keinginan Pabrik Kacang Kiwa Shanghai “Jessivar” telah diberdayakan dengan baik, kepercayaan terhadap Pabrik Kacang Kiwa Shanghai “Jessivar” dapat dikatakan cukup berdaya, percaya diri karyawan Pabrik Kacang Kiwa Shanghai “Jessivar” telah diberdayakan dengan baik, karyawan yang percaya diri di Pabrik Kacang Kiwa Shanghai “Jessivar” telah diberdayakan dengan baik, kredibilitas di Pabrik Kacang Kiwa “Jessivar” Shanghai telah diberdayakan dengan baik, akuntabilitas di Pabrik Kacang Kiwa “Jessivar” Shanghai diberdayakan cukup baik, komunikasi di Shanghai “Jessivar” Pabrik Kacang Kiwa telah diberdayakan dengan baik.*

Kata Kunci: pemberdayaan karyawan, kinerja karyawan

INTRODUCTION

Research Background

In an organization or company, the existence of human resources is one of the leading models that must meet to run the operations and survive the company. Human resources are essential in helping companies achieve

goals based on their vision and mission, especially in companies engaged in services. Human resources (employees) are a valuable asset that the company must adequately manage to make an optimal contribution. Every organization is required to be able to optimize human resources.

To achieve high performance, it is necessary to increase optimal work and utilize the potential of human resources owned by employees to create organizational goals and positively contribute to organizational development. Employee empowerment is expected to improve employee performance in organizational or company development and as a mediator and initiator in taking advantage of opportunities for improvement and development of the company. In improving employee performance, the company must continuously strive to improve the employees' insights, abilities, and work skills. Empowerment is one way to realize these efforts because, at this time, employees are an essential asset in achieving organizational goals.

As for the obstacles in empowering employees, namely, how the factory management, in this case the business owner, still has problems with the delegation of tasks and the involvement of employees in workers who still cannot be trusted by business owners in their work, so that not all of the tasks carried out are carried out. done by management cannot be delegated to the employees who work in the factory. Then, how can management still not be able to trust each other between superiors and employees who work in the factory so that the level of trust from management to their employees is still problematic. So that causes employees are not always involved in making decisions on this business.

Then, how can the factory management still doubt the ability of the employees working in the factory which there must be problems in the factory. For example, employees who are not pro-active or don't give input or are afraid of their superiors in the factory, thus killing the creativity of the employees working in the factory. In addition, there is a credibility problem that occurs in this factory, which might happen to employees, namely about how the health of the work environment causes suboptimal performance of employees who slows down their work so that they become uncomfortable working in the factory.

There is also the issue of accountability at the factory. Where employee accountability to management is still lacking so that there is dissatisfaction from management so that the jobs given to them must be evaluated so that they will be carried out as well as possible. And the last one is communication. Poor communication can worsen the atmosphere in the factory which causes tension between management and employees and fellow employees who work there so that the atmosphere becomes tense and stiff so that the atmosphere feels cold. Based on the background of the problem above, the authors are interested in studying the role of employee empowerment in improving employee performance at the Shanghai "Jessivar" Kiawa Peanut Factory.

Research Objectives

To find out the implementation of employee empowerment in improving employee performance at Shanghai Jessivar Kiawa Peanut Factory.

THEORETICAL FRAMEWORK

Human Resource Management

Human Resource Management is the process of obtaining, training, assessing and compensating employees, paying attention to their working relationship, health and safety, as well as justice issues (Dessler, 2013). Human Resource Management is the process through which an optimal fit is achieved among the employee, job, organization, and environment so that employees reach their desired level of satisfaction and performance and the organization meets its goals (Douglas and Goodale, 1986).

Empowerment

Empowerment is an effort to offer trust to subordinates, and encourage them to be creative in order to complete as well as possible (Pratama and Sriathi, 2015). Supported by Hutagaol (2014) that empowerment is a process that provides opportunities for workers to set goals related to their own work, they make decisions and solve problems in their own responsibility and authority. Empowerment builds commitment and builds employee intelligence (Oghori and Shunda, 2008). They further explained that employee empowerment has provided benefits to the organization which in turn increased employee commitment to the organization. According to Mulyadi (2007), employee empowerment is a trend in human capital management in the future organization.

Empowerment Model

Khan (1997) proposes an empowerment model that can be implemented in an organization to assure the success of the empowerment process, namely:

1. Desire. The first stage in the empowerment model is management's desire to delegate and involve workers. Which includes: Workers are allowed to identify problems that develop, Minimize directive personality and expand job opportunities, Encourage the creation of new perspectives and rethinking of work strategies, and Develop team skills and train employees to control themselves.
2. Trust. The second stage is to build trust between management and employees. There is mutual trust among organizational members which creates favorable conditions for a fearless exchange of information and advice. Matters included in the trust include: Provide opportunities for employees to participate in policymaking, Provide sufficient time and resources for employees to complete work, Provide adequate training for employees for work needs, Appreciate different views and appreciate the success achieved by employees, and Provide access to adequate information.
3. Confidence. The third stage in the empowerment process is to generate employee confidence by appreciating the abilities of employees. Things that include actions that make you confident include: Delegating important tasks to employees, Get ideas and suggestions from employees, Expand tasks and build a network between departments, and Provide a schedule of work instructions and encourage good completion.
4. Credibility. The fourth stage is to maintain credibility with awards and develop a healthy work environment so as to create an organization that has high performance. Things that include credibility are: See employees as strategic partners, Improved targets across all jobs, Introducing individual initiatives for change through participation, and Help resolve differences in setting goals and priorities.
5. Accountability. Employee accountability to the provided authority is the next level in the empowerment process. This stage evaluates ongoing performance and the obligations of the given authority by setting consistently and clearly the roles, criteria, and objectives of employee performance reviews. Accountability includes: Using training paths in evaluating employee performance, Provide clear assignments and measurements, Engaging employees in setting standards and measurements, Provide advice and assistance to employees in completing their workloads, and Provide a period and time to provide feedback.
6. Communication. This stage is the last stage, it is hoped that there will be open communication so as to create mutual understanding between employees and management. This openness can be realized by the existence of criticism and suggestions on the results and achievements that have been achieved by the workers. Things that are included in the communication include: Establish an open door communication policy, Take time to get information and discuss issues openly, and Provide opportunities for cross-training, and operational.



Figure 1. Empowerment Model

Source: Khan (1997)

Previous Research

Suryadewi, Dunia, and Suharsono (2014) described employee empowerment both in total and per dimension, describe the employee's performance either totally or dimensions, and the effect of empowerment on employee performance at PT. Bali Segara Nusantara. This study was designed using quantitative descriptive research. The subjects were employees of PT. Bali Segara Nusantara as many as 63 people, while the object is employee empowerment and employee performance. Data were collected using a questionnaire. Data were analyzed descriptively and simple regression using SPSS 16.0 for windows. The results showed that the empowerment of employees and the performance of employees in total are in the good category. Similarly, if seen from the dimensions Traffic, authority, trust, and the onus is on both categories. There is a positive effect of empowerment on employee performance indicated by $3.576 > 1.670$ ttable or $p\text{-value} = 0.001 < \alpha = 0.05$. Results of R Square of 0.173. This means that the performance of the employees affected by the empowerment of employees by 17.3%.

Leovani (2016) determined the implementation of employee empowerment (Employee Empowerment) at PT. FIF Group Palembang Branch. This research uses descriptive analysis. The source of data used in this study is primary data, namely data obtained directly from the source by distributing questionnaires. Data collection was carried out using the questionnaire method, the sample in this study amounted to 74 respondents using the proportional cluster random sampling method. Based on the results of the analysis it can be seen that overall the empowerment of employees of P.T. FIF Group Palembang Branch is good. The most dominant employee empowerment is accountability. Meanwhile, the lowest empowerment is trust and confidence. The objective of this research is to observe the implementation of employee empowerment model at PT. FIF Group in Palembang region. Descriptive analysis was used in this study. The primary data were collected by using questionare. The sample of this study was 74 respondents. Which were selected by using proportional cluster random sampling method. The analysis used employee's perception about empowerment. The results of this research indicate that empowerment is good. The most dominant employee empowerment was accountability. Meanwhile the lowest were trust and confidence.

Al-Kahtani (2021) empirically tested the impact of employee empowerment on organizational commitment through the mediating role of job satisfaction. The non-probability random sampling technique and time lag was used to collect data from 307 employees working at four and five Stars Hotels in two cities Rawalpindi, Islamabad of Pakistan. Smart Partial least squares-structural equation modeling (Smart PLS SEM v.3.2.8) was used to test the hypotheses. The result indicates that employee empowerment has a significant and positive impact on organizational commitment. Also, job satisfaction is considered as a potential mediator between employee empowerment and organizational commitment. Furthermore, to support the results current study used the social ex-change theory.

RESEARCH METHODS

Research Approach

According to Kothari (2004), qualitative research is especially important in the behavioral sciences where the aim is to discover the underlying motives of human behavior. Qualitative approach to research is concerned with subjective assessment of attitudes, opinions, and behavior

Population, Sample and Sampling Technique

The population in this study are 7 employees from Shanghai "Jessivar" Kiawa Peanut Factory. This research will be using purposive sampling technique to get more valid and detailed result. The sampling here is confined to specific types of people who can provide the desired information, either because they are the only ones who have it, or they conform to some criteria set by the researcher (Sekaran and Bougie, 2016). Therefore, the sample sizes in this research are 7 informants or all employees in Shanghai "Jessivar" Kiawa Peanut Factory.

Data Collection Method

The method used in data collection is the method of interviews (Interviews) on primary data sources, as well as documentation (Through existing journals and literature) on secondary data sources.

Operational Definition of Research Variable

Table 1. Operational Definition of Research Variables

Variable	Definition	Indicators
Desire	Management desires to delegate and involve workers.	<ul style="list-style-type: none"> a. Workers are allowed to identify problems that develop. b. Minimize directive personality and expand job opportunities. c. Encourage the creation of new perspectives and rethinking of work strategies. d. Develop team skills and train employees to control themselves.

Trust	Trust is to build trust between management and employees. Mutual trust among organizational members creates favourable conditions for a fearless exchange of information and advice.	<ul style="list-style-type: none"> a. Provide opportunities for employees to participate in policy making. b. Provide sufficient time and resources for employees to complete work. c. Provide adequate training for employees for work needs. d. Appreciate different views and appreciate the success achieved by employees. e. Provide access to adequate information.
Confidence	The third stage is to generate employee confidence by appreciating employees' abilities.	<ul style="list-style-type: none"> a. Delegating important tasks to employees b. Get ideas and suggestions from employees. c. Expand tasks and build network between departments. d. Provide a schedule of work instructions and encourage good completion.
Credibility	The fourth stage is to maintain credibility with awards and develop a healthy work environment to create an organization with high performance.	<ul style="list-style-type: none"> a. See employees as strategic partners b. Improved targets across all jobs. c. Introducing individual initiatives for change through participation. d. Help resolve differences in setting goals and priorities.
Accountability	The next stage in the empowerment process is the accountability of employees to the given authority. By consistently establishing the roles, standards and objectives of employee performance appraisals, this stage is a means to evaluate ongoing performance and the responsibilities of the given authority.	<ul style="list-style-type: none"> a. Using training paths in evaluating employee performance. b. Provide clear assignments and measurements. c. Engaging employees in setting standards and measurements. d. Provide advice and assistance to employees in completing their workloads. e. Provide a period and time to provide feedback.
Communication	In this stage, there is hoped that there will be open communication to create mutual understanding between employees and management. This openness can be realized by the existence of criticism and suggestions on the results and achievements that the workers have achieved.	<ul style="list-style-type: none"> a. Establish an open door communication policy. b. Take time to get information and discuss issues openly. c. Provide opportunities for cross-training, and operational.

Data Analysis Method

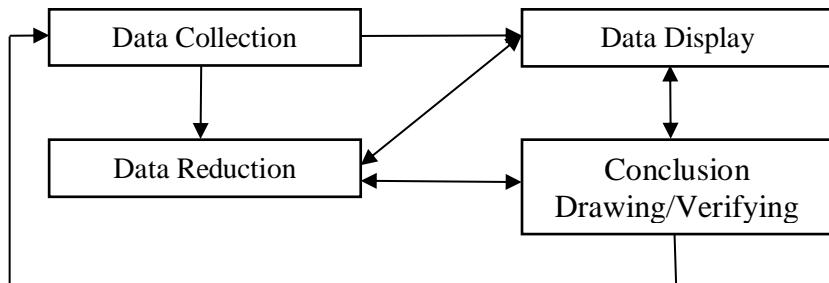


Figure 2. Data Analysis Method
Source: Miles and Huberman (1994)

According to Miles and Huberman (1994) stated that in qualitative data analysis, actions are carried out interactively and in a continuously until the data is saturated. Hair et al. (2007) state that there are several steps in qualitative data analysis, such as:

1. Data Collection. It is the process where the researcher find information or data from any kind of source such as books, internet website and gather deeper information from the informant.
2. Data Reduction. Involves selecting, simplifying and transforming the data to make it more manageable and understandable.
3. Data Display. Helps qualitative researches to organize information and view it in a way that enables them to identify linkages and develop explanations that relate their findings to existing theories.
4. Drawing and Verifying Conclusion. Drawing conclusion involves deciding what the identified themes and patterns and how they help to answer the research question. Verification involves checking and rechecking the data ensure the initial conclusions are realistic, supportable and valid.

RESULT AND DISCUSSION

Result

Interview Result

There are 7 respondents that has become the research object. These respondents are people who worked at Shanghai "Jessivar" Kiawa Peanut Factory. The selected category is in accordance with the indicator of various variables.

1. Desire. The first indicator, desire, which is the desire of management to delegate and involve its employees, has been given to the leadership of Shanghai "Jessivar" Kiawa Peanut Factory to its employees. With a different view, although some such things regarding essential tasks are delegated to employees, it only covers their respective jobs. It does not cross their limits as employees in the field itself. Employee empowerment by the shanghai peanut factory is already going well; with the opportunity to identify problems every employee gets that opportunity, then expand the employment opportunities that every employee has felt, employees are encouraged to create new strategies and think new perspectives, and of course develop the skills of their employees. The desire to empower employees for a company such as Shanghai "Jessivar" Kiawa Peanut Factory is fundamental, where employees are well empowered, certainly bringing good influence to the development of Shanghai "Jessivar" Kiawa Peanut Factory itself, and this must be improved.
2. Trust. The second is trust. The trust given by the leadership has been very good because Shanghai "Jessivar" Kiawa Peanut Factory as provided opportunities for employees to participate in policy-making, providing sufficient time and resources for employees to complete the work, and also provided adequate training for employees for work needs, appreciate differences of views and appreciate the success achieved by employees, provide access to adequate information. Although there are some employees who have not felt full of training for their own work needs, this shanghai peanut factory must be able to find solutions so that other employees can feel the trust given by Shanghai "Jessivar" Kiawa Peanut Factory.

3. Confidence. Third in employee empowerment is to cause employee confidence. From the interviews conducted, all employees have comfort in their ability to contribute to Shanghai "Jessivar" Kiawa Peanut Factory. Such as delegating essential tasks that each employee receives, conducting evaluations every month and providing ideas and suggestions, expanding tasks and networks between departments, getting a schedule of work instructions, and getting a good completion boost from the shanghai peanut factory. Some employees have received the expansion of tasks and networks between departments.
4. Credibility. The fourth stage is credibility. At this stage, Shanghai "Jessivar" Kiawa Peanut Factory leadership has good employee empowerment, so all indicators of credibility given to employees all feel it. Start by viewing employees as strategic partners, increasing targets across all occupations, introducing individual initiatives to effect change through participation, and helping resolve differences in goal and priority determination.
5. Accountability. Furthermore, the fifth is accountability which is an authority given to employees. For the use of training pathways in performance evaluation as employees, all of them already get it. However, provide straightforward tasks and measures, involve employees in determining standards and sizes, provide advice and assistance to employees in completing their work, and provide periods and times for giving feedback all employees have obtained. The factory leadership has given it so well.
6. Communication. Lastly, communication between the owner and employees has been excellent. Establish an open-door communication policy, take the time to get information and be open, and provide opportunities for cross-training. Although for cross-training opportunities, some employees do not get them because of the pandemic.

Discussion

Based on the results of the above interview with informants related to role of employee empowerment in improving employee performance at Shanghai "Jessivar" Kiawa Peanut Factory which is seen from several indicators of employee empowerment, namely:

1. Desire

The first stage in the empowerment model is the desire of management to delegate and involve workers or employees. Based on the research results, employees can identify growing problems, expand employee involvement in the work, encourage employees to create new perspectives and think about shanghai peanut factory work strategies, and describe skills and train employees in carrying out the work. Based on the findings in the field, describe employees empowered through this desired indicator. For this reason, if this desire is applied correctly, it will affect employee performance, whereas if the employee's desire is empowered will be related to good employee performance. So following the desired research results at Shanghai "Jessivar" Kiawa Peanut Factory is well empowered.

2. Trust

Stage two is to build trust between management and employees. Mutual trust among members of the organization will create good conditions for exchanging information and advice without fear. Based on the research results at Shanghai "Jessivar" Kiawa Peanut Factory, this belief indicator is quite well empowered. By providing opportunities for employees to participate in making existing work-related policies, providing adequate access to information on the job, providing sufficient time and resources to complete the work, respecting different views and appreciating the success that has been achieved, training for employee work needs is still inadequate, only part of it has been realized, and this must be considered so that training in employees can be done. Well empowered. However, these things have been empowered and have had a reasonably good impact on all the shanghai peanut factory employees. It also affects employee performance so that employees can carry out their duties and responsibilities well and build trust between management and employees. So following the trust's research results on Shanghai "Jessivar" Kiawa Peanut Factory is quite well empowered.

3. Confidence

The third stage in the empowerment process is to generate employee confidence by appreciating the abilities possessed by employees. Every employee has their motivation to work. The factory provides the opportunity to delegate important tasks to employees, free to exchange opinions so that the factory gets employees' ideas and

suggestions. Employees can also expand tasks and network between departments to create conducive work. The factory provides a schedule of work instructions and encourages good completion. Following the results of existing research at Shanghai "Jessivar" Kiawa Peanut Factory that employee confidence has been appropriately realized, it will also impact employee performance where employees are allowed to explore themselves to increase work motivation and increase employee confidence itself. Thus the confidence in Shanghai "Jessivar" Kiawa Peanut Factory is well empowered.

4. Credibility

Stage four is to maintain credibility with rewards and develop a healthy work environment to create an organization with high performance. This credibility indicator includes several things such as Shanghai Peanut Factory views the strategic partner employees of all employees placed in the proper position according to their health, setting improvement targets in all parts of the work so that each target made will be achieved by each existing employee following their respective work, the factory also introduces individual initiatives to make changes through participation in completing the work, It is usually done if something urgent happens. Of course, it is considered together first to create a good work atmosphere. At the factory, it also helps employees resolve differences in setting goals and priorities because it will be related to the employee's performance. From the credibility that has included several things, it can be seen that the credibility of the shanghai peanut factory is well empowered. Of course, the role of employee performance can also be realized well and must be improved again. Overall credibility in Shanghai "Jessivar" Kiawa Peanut Factory has been well-empowered.

5. Accountability

The next stage in the empowerment process is employee accountability for the authority granted. By consistently establishing the role, standards, and objectives of assessment of employee performance, this stage is a means of evaluating performance in settlement and responsibility for the authority given. This accountability indicator includes several things, such as the factory uses a training track to evaluate employee performance; it is done quite well but must be improved again because the training has not been thorough there are still employees who have not received training. Tasks and measurements are given clearly, and employees can understand them. Attracting employees to set standards and measurements is done with specific methods and standards that are appropriate to be done according to needs only. The factory also provides advice and assistance to employees in completing their workload so that employee performance is carried out correctly. Employees at the factory are given a period and time to provide feedback so that employees are free to give opinions while following existing policies. From some of these things, it can be seen that accountability is well-empowered, although some things must be improved. These findings indicate that accountability has been well-empowered, and of course, it affects employee performance. Overall accountability at Shanghai "Jessivar" Kiawa Peanut Factory has been empowered quite well.

6. Communication

This stage is the last. It is expected that there is open communication to create mutual understanding between employees and management. This openness can be realized by criticism and suggestions on the results and achievements of workers. Employee empowerment can also be seen from communication indicators. The company set an open-door communication policy, and it was done to facilitate existing communication at Shanghai Peanut Factory. Employees are allowed to take the time to get information and discuss issues openly to provide input and solutions to improve the quality of work. Moreover, the opportunity for cross-training has not been appropriately realized. One reason informants give is that it has not been realized because of the pandemic. So the opportunity for cross-training has not worked correctly and should be considered again, and it is all to improve the quality of employee work. Good communication also has an impact on good employee performance. Overall, the communication at Shanghai "Jessivar" Kiawa Peanut Factory has been well-empowered. Based on the results of interviews with employees who work at the Shanghai "Jessivar" Kiawa peanut factory, it was found that the results of employee empowerment carried out had increased the capabilities and abilities of the employees who were working there so that the performance of the employees had improved. Regarding the performance of the employees at Shanghai "Jessivar" Kiawa peanut factory, the theory supports that the individual achievements of the employees are the result of their own work. So from the results of the research above, it shows that the

empowerment carried out by the Shanghai peanut factory "Jessivar" Kiawa has a positive influence and is supported by previous studies and theories of empowerment.

CONCLUSION AND RECOMMENDATION

Conclusion

From the results of the study, researcher can summarize several things such as:

1. Desire on Shanghai "Jessivar" Kiawa Peanut Factory has been well empowered, so from this desire, the role of employee performance in Shanghai "Jessivar" Kiawa Peanut Factory has been going well as well because employees are allowed to identify problems and encouraged to create new perspectives to improve the quality of existing work.
2. The trust in Shanghai "Jessivar" Kiawa Peanut Factory can be said to be well-empowered because employees can be involved in making policies. However, the provision of training is still lacking, which must be considered again so that the performance of existing employees in Shanghai "Jessivar" Kiawa Peanut Factory can be further developed.
3. Confident employees at Shanghai "Jessivar" Kiawa Peanut Factory have been well-empowered. Things like digging into ideas and suggestions from employees to be open to each other and build each other's employee confidence will positively impact the employee's own performance.
4. Credibility in Shanghai "Jessivar" Kiawa Peanut Factory has been well empowered, such as viewing employees as strategic partners, and each employee is placed in a position of their ability so that employee performance can also be carried out correctly.
5. Accountability at Shanghai "Jessivar" Kiawa Peanut Factory is quite well empowered, where employees are given clear assignments and precise measurements and can be the benchmark of every employee. So that the role of employee performance in Shanghai "Jessivar" Kiawa Peanut Factory runs quite well. By improving the training of existing employees.
6. Communication in Shanghai "Jessivar" Kiawa Peanut Factory has been well-empowered. Employee communication is facilitated by open door communication, and it will positively impact every employee so that employee performance can also improve.

Recommendation

From the conclusions the researcher obtained in this study, suggestions that researcher can give from the results of this study are as follows:

1. Empowerment of desire in Shanghai "Jessivar" Kiawa Peanut Factory is good, and for that must be maintained, employee performance regarding this desire must also be maintained so that the role of employee performance in Shanghai "Jessivar" Kiawa Peanut Factory remains good.
2. The empowerment of trusts in Shanghai "Jessivar" Kiawa Peanut Factory is further enhanced because training for work needs has not been fully fulfilled, and it can be a reconsideration material so that employee performance can also be adequate.
3. Confident empowerment in Shanghai "Jessivar" Kiawa Peanut Factory is good and must be maintained because confident employees will affect employee performance. When employees have reasonable confidence, it also supports the employee's performance.
4. Empowerment of credibility in Shanghai "Jessivar" Kiawa Peanut Factory must be empowered again. Even though it has been good but must still be improved again for the company's progress and employee performance.
5. Empowerment of accountability in Shanghai "Jessivar" Kiawa Peanut Factory is good enough but further improved because accountability in the company is needed to build a better company, and employee performance can also be well-informed.
6. The empowerment of communication in Shanghai "Jessivar" Kiawa Peanut Factory is considered again to be improved because the empowerment of communication in a company is needed so that there is no misunderstanding and can encourage employees to be as good at work.

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