Systematic Literature Review: Empowerment Leadership on Performance

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A R T I C L E I N F O	ABSTRACT

One of the factors related to performance is leadership style, which in this study is about empowering leadership. The role of empowering leadership is about how to make an employee become independent and able to lead himself. The purpose of this study was to review systematically the existing research on empowering leadership and its relation to performance. This study is a systematic literature review (SLR) using a research protocol, namely the preferred reporting items for systematic reviews and meta-analyses (PRISMA). This study traced all research related to empowering leadership from 2012 to 2022. In total, 7 of the 39 studies found at Scopus were included in the review. Researchers used The Joanna Briggs Institute (JBI) Critical Appraisal to analyze the quality of the methodology. The findings obtained that empowerment leadership can affect performance and mediated by several factors such as self-efficacy for self-motivation, increasing meaningfulness in the team, seeking feedback behavior, orientation to a need, or through traditional things. The limitation/implication of this research is that scientific publications based on only one database, namely Scopus. This study also offers opportunities for further empirical research, both related to methods, factors that mediate and moderate empowerment leadership related to improving performance.

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INTRODUCTION

Organizational performance and development depend on the efficiency and competence of employees (Haque, 2020) Higher performance encourages strategic human resource techniques and expands strategic human resource management tactics. Especially in this era of globalization, there is an urgent need for rapid, dynamic change, competition with competitors, which poses a risk to all elements within an organization. Therefore, an organization must be able to compete in the business flow, by empowering human resources who are the spearhead of the organization so that it can benefit both the organization and the human resources themselves (Pudiastuti & Nugroho, 2021).

A leader is responsible for mobilizing employees to achieve optimal performance results through a pleasant working climate and relationship in the workplace. This is also supported by

several opinions from other research, namely the impact on improving performance, contribution, and work productivity of HR can be realized by making employees feel happy and comfortable and in a healthy condition while working (Atmaja & Puspitawati, 2018; Lee, Adair , & Seo, 2013; Massoudi & Hamdi, 2017; Nabawi, 2019). Another impact is the existence of a conducive working atmosphere that can encourage the birth of a sense of comfort at work, so that every work will be carried out seriously and strive to provide the best results (Hoendervanger, Van Yperen, Mobach, & Albers, 2019).

Empowerment leadership can provide strong support for employees through a series of positive managerial practices, such as encouragement, emotional support, and providing information (Fong & Snape, 2015). The role of empowerment for employees lies in making employees independent and able to lead themselves (Amundsen & Martinsen, 2014). Especially in improving performance, there is a positive effect of empowering leadership on support from organizational management and support from colleagues in an organization (D. Kim, Moon, & Shin, 2018). Therefore, this study will use a systematic literature review (SLR) approach to examine several studies that discuss empowerment leadership on improving performance.

The general objective of this research is to analyze the influence of empowerment leadership on performance. Meanwhile, the specific objectives of the research include: First, to identify factors of leadership that are effective in empowering to improve performance, be it individual, team or organizational performance. Second, identify the factors that influence empowerment leadership to improve individual, team and organizational performance. Third, analyze the factors of adaptive leadership empowerment and are ready to face change. Fourth, analyzing organizational environmental conditions that are positively related to empowerment leadership.

RESEARCH METHOD

This study is a systematic literature review (SLR) using a research protocol, namely preferred reporting items for systematic reviews and meta-analyses or commonly called PRISMA. PRISMA is composed of a checklist containing guide items and carefully described in an SLR and meta-analysis (Page et al., 2021). The checklist sheet will be adjusted to the purpose of the research on the effect of the relationship between employees on improving performance.

The source of data in this study is secondary data, namely research data obtained by researchers indirectly through intermediary media (obtained and recorded by other parties (Supomo, 2016). The source of data obtained is in the form of journal articles of international repute with a predetermined theme. Search for articles This SLR was conducted in July 2022 using a high quality database, namely Scopus.

Searching similar research using keywords with the aim of expanding and making the search more specific in accordance with this research, so that it can make it easier to determine the articles or journals used. The keywords in this SLR are: empowering leadership and performance.

The literature inclusion criteria in this study are:
a.   Scientific articles published in national and international journals in the last 10 years
b.   Review at least one form of empowerment leadership to improve organizational performance.
c.   Research located in Indonesia and Asia.

The literature exclusion criteria in this study are:
a.   It is not an original research, such as a regular paper, review paper, review paper, research note and letter to the editor.
b.   It is not a final research.
c.   Published in addition to articles in Indonesian and International languages.
d.   Articles for which the full paper version is not available.
e.   Not a quantitative, qualitative and mixed method research.

The literature search was carried out through a high quality database, namely Scopus. A total of 39 articles were found according to these keywords. Scopus is a comprehensive electronic database with more than 18,000 articles from more than 5,000 international publishers, including coverage of 16,500 peer-reviewed journals in the scientific, technical, medical and social sciences (Phillips, Lee, Ghobadian, O'Regan, & James, 2015). The search results were then made a duplication selection, based on the selection process it was found that there were no duplicated articles. Then the researcher made a selection based on the title (n=13) and abstract (n=15) which was adjusted to the theme of systematic literature review. The results of the selection based on the feasibility of the inclusion and exclusion criteria obtained as many as 7 Quartile 2 articles which are then described in the following Flow Diagram:
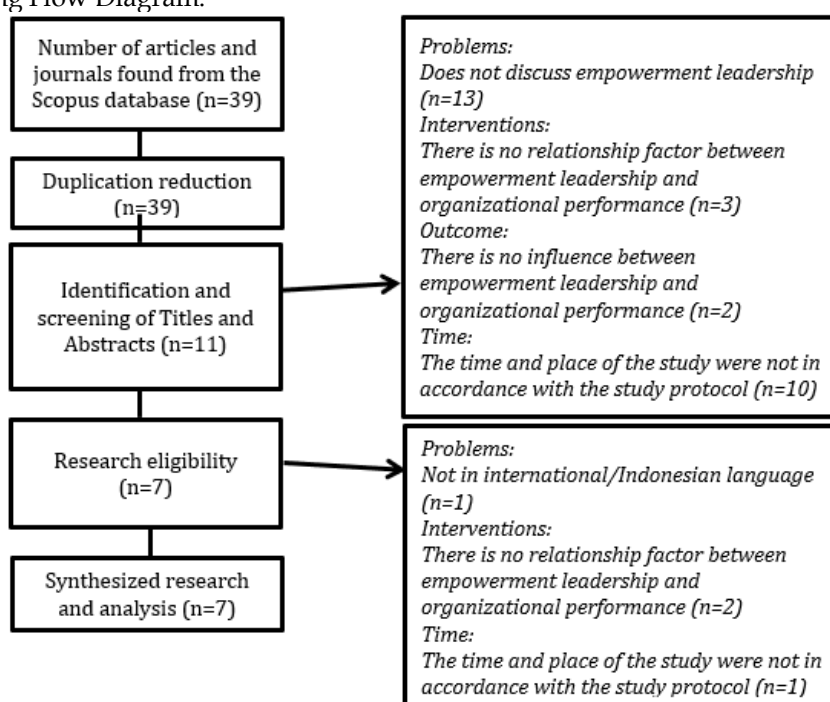

Figure 1. SLR Flow Diagram based on PRISMA 2020

Researchers used The Joanna Briggs Institute (JBI) Critical Appraisal for several types of quantitative and qualitative studies to analyze the quality of the methodology in each study (n=7) (Moola S, Munn Z, Tufanaru C, Aromataris E, Sears K, Sfetcu R, Currie M, Lisy K & Mattis P, 2020). On the checklist there are several questions to assess the quality of the research with answer choices 'yes', 'no', 'not clear' or 'not applicable', and each 'yes' score is given one point and the other score is zero, each score is then counted and summed.

An assessment score that reaches a minimum of 50% then fulfills a critical appraisal with a cut-off point value agreed upon by the researcher. Researchers did not include studies with scores below 50% to avoid bias in results and discussion. The risk of bias in this literature review uses an assessment of the research methods of each study, which consists of:

a. Theory: Theories that are not in line with the topic and purpose of the study, are not related to the relationship between employees and performance
b. Design: The design is not in accordance with the research objectives (protocol study, meta review, validation study, realist review, systematic review)
c. Sample: There are 4 things that must be considered, namely the population, sample, sampling and sample size that are not in accordance with the sampling rules

d. Variables: Variables that are set are not suitable in terms of number, control of confounding variables and other variables
e. Instrument: The instrument used does not have sensitivity, specification and validity/reliability
f. Data analysis: Data analysis is not in accordance with the rules of analysis in accordance with the standards

Data synthesis aims to group similar extracted data according to the measured results to answer the research objectives. Research journals that match the inclusion and exclusion criteria are then collected and a journal summary is made including the name of the researcher, year of publication, research title, method and summary of results or findings. The summary of the research journals is entered into a table sorted alphabetically and the year the journal was published:

Table 1. Summary of research journal

No	Research Title	Publication Year	Researcher Name	Method	Result Summary
1	Team Interdependence as a Substitute for Empowering Leadership Contribution to Team Meaningfulness and Performance	2022	Lisak A., Harush R., Icekson T., Harel S.	Quantitative	This study found that empowering leadership behaviors can increase team meaningfulness, which in turn leads to higher team performance (higher team performance), in line with previous findings about the more general concept of team empowerment.
2	The Impact of Empowering Leadership on Job Performance of Higher Education Institutions Employees: Mediating Role of Goal Clarity and Self-Efficacy	2022	Ahmed T., Chaojun Y., Hongjuan Y., Mahmood S.	Quantitative	The results of this study determined that empowerment leadership was also significantly able to predict employee performance. This means that employees use the empowering behavior of their supervisors as a point of reference for executing work that assists them in accepting a comparable kind of empowering thought. This stipulates that employees apply all necessary empowerment thinking from their supervisors. In addition to leaders, employees also use the four elements of leadership that are empowering in certain ways.
3	Mediation and moderation models on the effect of empowering leadership and professionalism toward lecturer performance	2021	Fikri K., Haryadi, Edward, Setiawati R.	Quantitative	Empowerment leadership has a positive and significant effect on the performance of permanent lecturers. The results of this study support the theory put forward by Amundsen and Martinsen (2014, 2015) that the role of employee empowerment lies in making employees independent and able to lead themselves. Jones (2013) states that empowerment leadership is

No	Research Title	Publication Year	Researcher Name	Method	Result Summary
					defined as the ability of a leader to understand motivation and behavior. Shows a leader has an attitude of interest and concern for his employees, can communicate effectively, and can inspire his employees.
4	The impacts of empowerment on the teamwork performance: Evidence from commercial banks in Vietnam	2020	Ha V.D.	Mix Method	In this study, in the SEM linear structural model, Empowering Leadership has a positive impact either directly or indirectly (through Knowledge Sharing mediators) on Teamwork Performance. The Empowering Leadership factor has a direct positive impact on Knowledge Sharing and Teamwork Performance. This means that when Empowering Leadership is positive, Knowledge Sharing and Teamwork Performance will increase. In addition, Empowering Leadership also has an indirect impact on Teamwork Performance through the Knowledge Sharing factor. This means that when Empowering Leadership is positive, Teamwork Performance will increase.
5	Customer service at altitude: effects of empowering leadership	2019	Aryee S., Kim T.-Y., Zhou Q., Ryu S.	Quantitative	The findings in this study reveal that leadership, team-level empowerment and customer orientation are indirectly related to service performance through one's development in the workplace. Furthermore, customer orientation significantly replaces the influence of team-level empowerment leadership in developing in the workplace.
6	Linking empowering leadership to task performance, taking charge, and voice: The mediating role of feedback-seeking	2018	Qian J., Song B., Jin Z., Wang B., Chen H.	Quantitative	The results obtained in this study support the proposed hypothesis, which reveals that: (1) Empowerment leadership is positively related to feedback seeking behavior; (2) The behavior of seeking feedback is positively related to the performance of an assignment, responsibility, and the ability to voice; and (3) Feedback seeking behavior mediates the relationship between empowering

No	Research Title	Publication Year	Researcher Name	Method	Result Summary
					leadership and assignment performance, taking over, and the ability to voice out.
7	Chinese Traditionality Matters: Effects of Differentiated Empowering Leadership on Followers' Trust in Leaders and Work Outcomes	2017	Li S.-L., Huo Y., Long L.-R.	Quantitative	Followers can trust their leader regardless of whether the leader empowers them equally or selectively because of the compensatory effect of supportive organizational policies. Because when the Chinese traditionality of the followers is taken into account, the interaction of different empowering leadership and Chinese traditionality has a significant influence on the followers' trust in the leader. The interactions between different empowering leadership and follower Chinese traditionalities also further influence follower work outcomes (ie, in-role performance, extra-role performance, and work behaviors that are counterproductive to the organization) through the role mediating trust in leaders.

RESULTS AND DISCUSSIONS

Empowerment leadership is significantly able to estimate employee performance. This means that these employees use the empowering behavior of their supervisors as a point of reference for executing work that assists them in accepting a comparable kind of empowering thought. This stipulates that employees apply all necessary empowerment thinking from their supervisors. In addition to leaders, employees also use the four elements of leadership that are empowering in certain ways.

Then there are also empirical results showing that the mediating variable of self-efficacy is also understood as a significant and positive estimation mediator between leadership empowerment and employee performance. It employs that to improve employee work performance through leadership empowerment, employee self-efficacy is considered as a self-motivation tool.

Another empirical finding indicates that the goal clarity of the mediating variable is also considered to be a significant and positive predicted mediator between empowering leadership and employee performance. That is, to improve employee performance through empowering leadership, clarity of employee goals in detail is very important. Because through the clarity of goals, subordinates will pay attention to the goals of the targeted organization. After capturing the clarity of organizational goals, subordinates will focus more on daily task-oriented hard work to achieve higher organizational goals. With a committed determination to achieve goals with full intrinsic motivation by subordinates using extra time and effort accompanied by full commitment from within each other (Ahmed, Chaojun, Hongjuan, & Mahmood, 2022).

In addition, it was also found that empowering leadership behaviors can increase team meaningfulness, which in turn leads to higher team performance improvements (higher team

performance), in line with previous findings about the more general concept of team empowerment (Lisak, Haruh, Icekson). , & Harel, 2022).

Furthermore, in the linear structural model of SEM, empowerment leadership has a positive impact both directly and indirectly (through the mediator of knowledge sharing activities) on team performance. The empowerment leadership factor has a direct positive impact on knowledge sharing activities and team performance. This means that when empowerment leadership is positive, knowledge sharing activities and team performance will also increase. In addition, empowerment leadership also has an indirect impact on team performance through this knowledge sharing factor (Ha, 2020).

Then when it is associated with seeking feedback related to work, empowerment leadership is positively related to feedback seeking behavior which through this feedback seeking behavior has a positive relationship with the ability to voice, responsibility, and increased performance for an assignment (Qian, Song, Jin). , Wang, & Chen, 2018).

Furthermore, when a performance is related to customer orientation, team-level empowerment leadership and customer orientation are indirectly related to improving service performance through one's development in the workplace. Furthermore, customer orientation significantly replaces the influence of empowering leadership at the team level in one's development in the workplace (Aryee, Kim, Zhou, & Ryu, 2019).

If we relate this empowerment leadership to cultural conditions that are still traditional, such as research conducted in China, where Chinese culture is still strong. Followers can trust their leader regardless of whether the leader empowers them equally or selectively because of the compensatory effect of supportive organizational policies. Because when the Chinese traditionality of the followers is taken into account, the interaction of different empowering leadership and Chinese traditionality has a significant influence on the followers' trust in the leader. The interactions between different empowering leadership and follower Chinese traditionalities also further influence follower work outcomes (i.e., in-role performance, extra-role performance, and work behaviors that are counterproductive to the organization) through the role of mediating trust in leaders (Li, Huo, & Long, 2017).

Based on the explanations put forward by these researchers, in general it can be seen that empowerment leadership can affect performance performance which can be mediated by several factors such as self-efficacy for self-motivation, increasing meaningfulness in the team, behavior seeking feedback, orientation towards a task. needs, as well as through traditional matters relating to local customs and culture. In some of these studies, the mediating variables related to empowerment leadership directly or indirectly will have a positive effect on individual, team, and organizational performance as a whole.

CONCLUSIONS

This research is a form of systematic and comprehensive literature review that discusses the concept of empowerment leadership and its relation to performance. This study also presents the availability of concept development and expands the literature currently presented. Through this study, it was found that empowerment leadership has a positive effect on performance, both individually, in teams, and in the organization as a whole. This positive relationship can be created through several factors that mediate this relationship such as self-efficacy for self-motivation, increasing meaningfulness in the team, seeking feedback, orientation to a need, through traditional things such as customs and culture, and so on. etc. Suggestions for future research are that it needs to be studied empirically, both in terms of methods, factors that mediate and moderate empowerment leadership related to improving individual, team, and organizational performance performance.

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