

# THE RESEARCH AGENDA FOR EMPOWERING LEADERSHIP: A SYSTEMATIC LITERATURE REVIEW

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**Abstract.** *This study aims to investigate the patterns observed in previous research conducted in the realm of Empowering Leadership with regards to theories, themes, approaches, and situations. This study employed a systematic literature review in conjunction with the Scopus database. Articles published between the years 2011 and 2022 were selected. This study utilized systematic data to discern patterns in burgeoning marketplaces and qualitative inductive analysis to ascertain relevant topics within the subject matter. We conducted an analysis of the profile of global publications on the topic of blended learning in the fields of management and business, spanning the years 2017 to 2023. We have determined the precise details of the publication, including the time, individuals involved, location, and the specific content that was released on the topic. Furthermore, we have specifically highlighted the writers and journals that have had the most significant influence, as determined by the h-index and Cite Score (Scopus). Additionally, we have thoroughly examined the collaborative efforts between different nations. The findings demonstrate that four study themes have been created, signifying possible exploratory and exploitative research areas. This study seeks to address the research void by undertaking a comprehensive systematic literature evaluation pertaining to Empowering Leadership.*

**Keywords:** *Leadership, Empowering Leadership, systematic literature review, organizational performance*

## 1. INTRODUCTION

One of the determinants associated with performance is the leadership style, which in this investigation pertains to empowering leadership. The function of empowering leadership is to enable an employee to become self-sufficient and proficient in leading oneself. (Hoang et al., 2021; Kim et al., 2018). The importance of this subject emerges due to the dynamic nature of the work environment, where the empowerment of employees can confer a strategic advantage to firms in attaining and maintaining a competitive position in their respective markets, provided that it leads to favorable employee attitudes, motivation, and conduct (Kim, 2018).

There has been an increase in research on the empowerment of leadership in the literature on general management. This development is not receiving much attention; however, it is expanding within the realm of hospitality and tourism. (Fong and Snape, 2015; Tuckey et al., 2012). Notwithstanding these worries, there are still deficiencies in the gathering and incorporation of leadership empowerment discoveries in the field of hospitality and tourism via the execution of a systematic literature review (SLR). The evaluation was carried out promptly considering the plethora of study accessible, and the results could potentially augment the comprehension of scholars and professionals in the hotel and tourism sectors regarding the significance of Leadership Empowerment for Employee Empowering.

Organizational performance and development are contingent upon the efficacy and proficiency of employees. (Haque, 2020) Elevated performance propels strategic human resource engineering and amplifies strategic HR management approaches. In particular, in current epoch of globalization, there exists a necessity for expeditious and dynamic transformation, as well as competition with adversaries, which presents a peril to the

entirety of an establishment. Hence, it is imperative for an organization to possess the capability to engage in business competition by enabling the human capital positioned at the forefront of the organization's operations, thereby fostering mutual benefits for both the organization and its workforce. (Pudiastuti & Nugroho, 2021).

A conscientious leader motivates his people to achieve optimal performance by cultivating a conducive work environment and fostering amicable workplace dynamics. This is further substantiated by various other scholarly viewpoints that suggest that enhancing the efficacy, input, and efficiency of SDM endeavors can be achieved by fostering a sense of contentment, ease, and well-being among employees within the workplace (Atmaja & Puspitawati, 2018; Lee, Adair, & Seo, 2013; Massoudi & Hamdi, 2017; Nabawi, 2019). The additional consequence is the presence of a favorable working environment that might foster the emergence of contentment in one's work, so prompting individuals to approach their tasks with earnestness and a commitment to achieving optimal outcomes. (Hoendervanger, Van Yperen, Mobach, & Albers, 2019).

Empowering Leadership has the capacity to offer robust assistance to employees through a range of affirmative managerial strategies, including rewards, emotional bolstering, and dissemination of information. (Fong & Snape, 2015). The function of empowerment for the personnel resides in fostering self-sufficiency and enabling them to assume leadership of their own. (Amundsen & Martinsen, 2014). In the realm of performance enhancement, leadership empowerment has a beneficial impact on both organizational management support and peer support within an organization. (Kim, Moon, & Shin, 2018). Hence, the investigation will employ a methodical approach to the literature review (SLR) in order to scrutinize various studies pertaining to the concept of empowering leadership and its impact on enhancing performance. The primary aim of this investigation is to examine the influence of Empowering Leadership on performance, however the precise aims of the inquiry encompass: Initially, it is crucial to determine the leadership factors that are efficacious in enabling the enhancement of performance for individuals, teams, and organizations. Furthermore, ascertain the variables that exert an impact on Empowerment Leadership in order to enhance the performance of individuals, teams, and organizations. Thirdly, examine the elements that contribute to the empowerment of leaders who possess adaptability and readiness for change. This systematic literature review (SLR) provides significant contributions to the field of literature by critically examining empirical studies on empowering leadership in the hospitality and tourist sector. It further advances the field by constructing an integrated model that incorporates antecedents, moderators, mediators, and the resultant outcomes.

## **2. LITERATURE REVIEW**

### **2.1 Empowering Leadership**

Empowering Leadership centers around leadership conduct that pertains to goal oriented and fosters initiative while also stimulating employee potential. This leadership style significantly offers motivational assistance, fosters inventive self-efficacy, influences autonomous motivation, and enhances employee self-reliance, which is a crucial antecedent of employee creativity (Amabile, 1983) and employee innovative behavior. At the team level, the implementation of empowered leadership is linked to the promotion of team creativity in situations characterized by a high degree of interdependence across team duties (Hon and Chan, 2012). This relationship is facilitated by the efficacy of the team's creative endeavors, which manifests when team members possess a strong belief in the team's creative capabilities, and the self-reliance of the team, which is established when team members perceive their assigned responsibilities as purposeful or pleasurable. (Hon, 2011; Hon and Chan, 2012).

Empowering Leadership possesses a remarkable capacity to accurately forecast staff performance. This implies that these employees utilize the empowerment conduct of their superiors as a standard in executing tasks that enable them to embrace comparable empowered mindset. The stipulation requires employees to employ all the

requisite empowering cognition from their supervisors. Furthermore, apart from the leader, authorities also employ four facets of leadership that possess a certain degree of empowerment. Furthermore, there are empirical findings that demonstrate the self-efficacy mediation variable to be a noteworthy and favorable mediator in the relationship between leadership empowerment and staff performance. This implies that in order to enhance employee performance through the delegation of authority, employee self-efficacy is seen as a mechanism for self-motivation. Additional empirical evidence indicates that the objective lucidity of the mediation variant is also regarded as a substantial and favorable predictor of the relationship between Empowering Leadership and employees' performance. In order to enhance staff performance through the empowerment of leadership, it is imperative to have a comprehensive elucidation of staff objectives. By virtue of the lucidity of the objective, the subordinate will be attentive to the organization's aim. Once the subordinate has grasped the lucidity of the organization's aims, they will direct their efforts towards diligently fulfilling their daily tasks in pursuit of the organization's overarching goals. With an unwavering resolve dedicated to attaining the goals through complete internal drive, the Subordinate utilizes additional time and effort, accompanied by wholehearted dedication from both parties. (Ahmed, Chaojun, Hongjuan, & Mahmood, 2022). Furthermore, it has been discovered that the implementation of empowering leadership behavior has the potential to enhance the importance of a team, thereby resulting in improved team performance. This finding aligns with prior research on the broader notion of team empowerment (Lisak, Haruh, Icekson, & Harel, 2022).

Empowerment leadership focuses on leadership behavior that relates to goal orientation and encourages initiative as well as motivating employee potential. This leadership style substantially provides motivational support, stimulates creative self-efficiency, affects autonomous motivation and improves employee self-sufficiency, which is an important precursor of employee creativity (Amabile, 1983) and employee innovative behaviour. At the team level, empowerment leadership is associated with team creativity in conditions of high team tasks interdependence (Hon and Chan, 2012). This relationship is mediated by team creative effectiveness, which arises when team members believe in team creative abilities and team self-sufficiency, which occurs when the team members consider their tasks meaningful or enjoyable. (Hon, 2011; Hon dan Chan, 2012).

Empowering Leadership is significantly capable of predicting staff performance. This means that these employees use the empowerment behavior of their superiors as a benchmark in carrying out jobs that help them accept similar empowered thinking. It stipulates that employees apply all the necessary empowerment thinking from their superiors. In addition to the leader, officials also use four elements of leadership that are empowering in a certain way. Then there are empirical results that show that the self-efficiency mediation variable is also understood as a significant and positive mediator of estimates between leadership empowerment and staff performance. This means that in order to improve employee performance by empowering leadership, employee self-effectiveness is regarded as a tool for self-motivation. Other empiric findings suggest that the objective clarity of the mediation variant is also considered to be a significant, positive predictor between Empowering Leadership and employees performance. That is, in order to improve staff performance through leadership empowerment, clarity of staff objectives in detail is crucial. After capturing the clarity of the organization's objectives, the subordinate will focus more on hard work oriented to day-to-day tasks in order to higher organizational objectives. With a determination to the objectives with full intrinsic motivation by their subordinates using extra time and energy accompanied by full commitment from within each other. (Ahmed, Chaojun, Hongjuan, & Mahmood, 2022). In addition, it was also found that empowering leadership behavior can increase team significance, which in turn leads to higher team performance, in line with previous findings on the more general concept of team empowerment (Lisak, Haruh, Icekson), & Harel, 2022).

The empowering leadership factor has a direct positive impact on the knowledge sharing activity and team performance. Besides, Empowering Leadership also has an indirect impact on team performance through this knowledge-sharing factor. (Ha, 2020). Then if associated with finding job-related feedback, Empowering Leadership is positively linked to feedback-seeking behaviour that through feedback seeking behavior has a positive relationship with voice, responsibility, and performance improvement for a task (Qian, Song, Jin., Wang, & Chen, 2018). Furthermore, when a performance is associated with customer orientation, empowering leadership at the team level and customer-orientation are indirectly linked to improving service performance through a person's development at the workplace. (Aryee, Kim, Zhou, & Ryu, 2019).

### **3. RESEARCH METHODS**

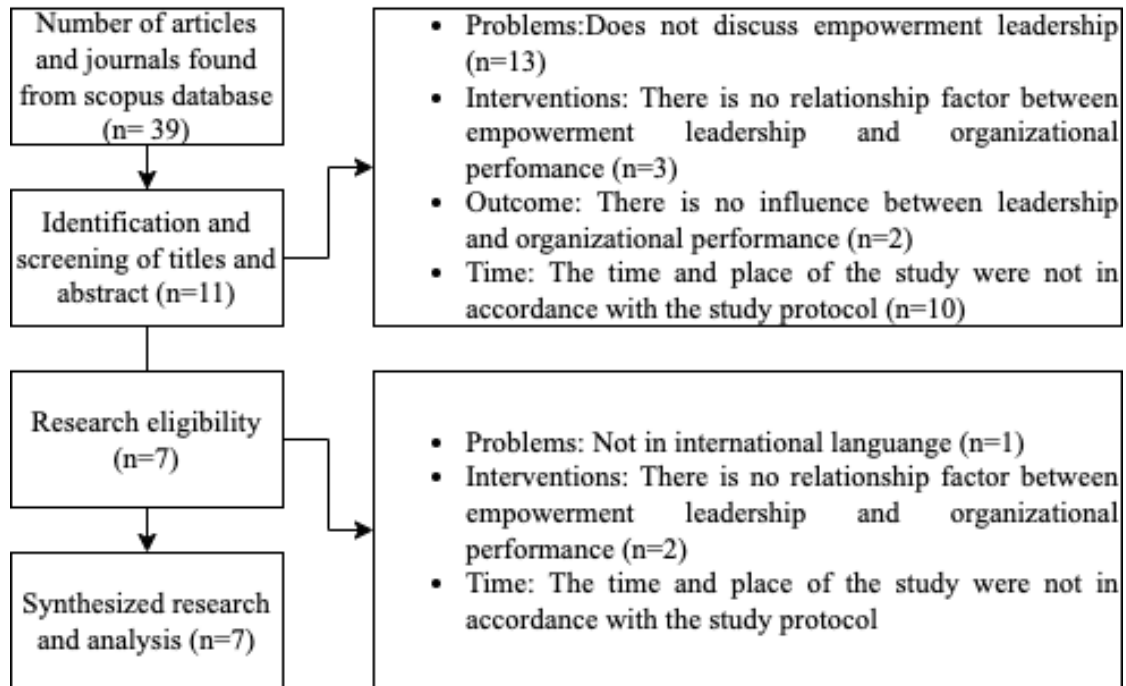
A systematic literature review (SLR) was undertaken to collate and amalgamate research findings pertaining to the subject of empowering leadership in the field of hospitality and tourism. The inherent characteristics of its methodology and reporting procedure, characterized by objectivity, replicability, systematicity, and comprehensiveness, set it apart from conventional literature surveys (Klassen et al., 1998). Our systematic surveys adhere rigorously to the five-step methodology for conducting Systematic Literature Reviews (SLR) as described by Khan et al. (2003). These steps encompass developing inquiries for surveys, identifying pertinent research, assessing the quality of research, summarizing evidence, and interpreting findings. During the implementation of SLR, an extensive database search is conducted in order to ensure the acquisition of a multitude of pertinent and high-caliber research materials that may effectively address the research inquiries. In accordance with Bavik's suggestion (2020), a thorough search was conducted on the Scopus and Web of Science databases, employing specific criteria for inclusion and exclusion, as well as utilizing the samples outlined in the subsequent sections. This database is utilized due to its reputation as the most comprehensive databases accessible, encompassing refereed publications in the field of social sciences. (Crossan and Apaydin, 2010).

The article criteria chosen for the initial search encompassed the requirement that the research be published in peer-reviewed journals, written in the English language, and employ the keywords "empowering leadership" or "empowerment leadership". The year of publishing has no restrictions in the search process, however, the deadline for submission is the conclusion of January 2021. Once the article that contains the desired keyword has been eliminated, the article is examined to prevent any instances of repetition. Duplicate numbers from external sources are documented and subsequently removed throughout the process of tallying the overall number of new articles.

Subsequently, a subsequent filtration search is conducted to assess the suitability of articles for meeting the inclusion requirements. The whole textual rendition of each article is selected for research that satisfies three specific requirements, namely: empirical investigation, addressing the concept of empowering leadership as the primary subject matter, and examining the consequences of Empowering Leadership on employee performance. Given that the objective of the research is to acquire comprehension of empirical investigations on empowered leadership, studies that primarily concentrate on constructing models or evaluating measurement scales are not taken into account. The omission of at least one inclusion criterion in the abstract, results, and/or interpretation of the study implies that the paper is excluded from further deliberation. The literature search was conducted using a qualitative database called Scopus. A grand total of 39 articles were discovered based on the designated keyword. Scopus is an extensive electronic repository containing over 18,000 scholarly papers sourced from more than 5,000 global publishers. It encompasses a wide range of subjects, including 16,500 peer-reviewed journals in the domains of science, engineering, medicine, and society (Phillips, Lee, Ghobadian, O'Regan, & James, 2015). The search results are subsequently chosen by duplication, relying on the selection procedure which did not yield any duplicate articles. Figure 1 depicts the flowchart

illustrating the search procedure.

**Figure 1. SLR Flow Diagram**



#### 4. RESULTS AND DISCUSSION

Empowering leadership is a leadership style that bestows authority upon subordinates, fostering their autonomy, promoting their involvement in decision-making processes, providing guidance, and demonstrating genuine care for their welfare. (Lee, et.al., 2018). The dissertation utilizes the principle of social cognitive theory, namely the concept of resource investment for employees as proposed by Hobfoll (1989), to elucidate the phenomenon of empowering leadership. The notion of resource allocation can elucidate how empowered leadership, which embodies valuable assets, fosters human resource acquisition to cultivate certain behaviors and contribute to team and/or organizational goals.

Empowering leadership is a distinctive leadership style characterized by unique attributes, necessitating its examination as a separate construct (Cheong et al., 2019). Empowering leaders demonstrate unwavering assurance in their subordinates, accentuate the significance of their labor, facilitate their involvement in decision-making, and eliminate bureaucratic impediments imposed upon them. (Ahearne et al., 2005; Zhang and Bartol, 2010). This particular type of leadership has recently garnered scientific interest in the field of hospitality and tourist management. (Cheong et al., 2019). Given that empowering leadership is proposed to have an impact on creativity and innovation at the individual, team, and organizational levels, thereby enhancing corporate performance, this leadership framework is deemed a crucial catalyst for the success of tourism and hospitality enterprises (Lin et al., 2019).

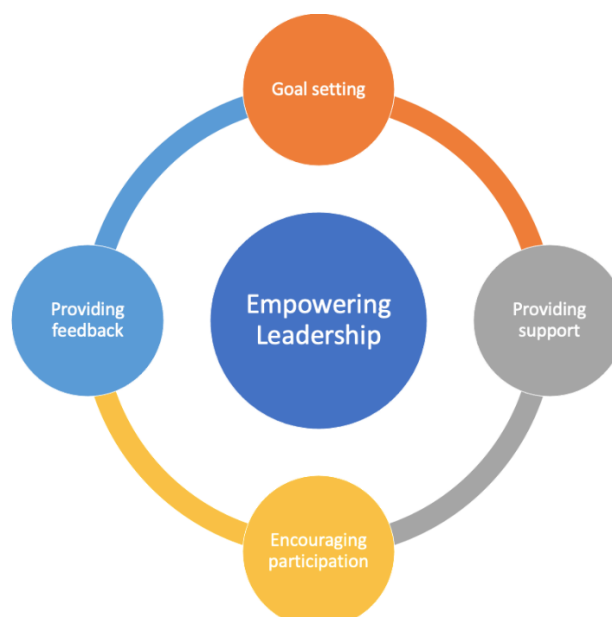
The initial dimension, the establishment of an objective, can be perceived as a means of furnishing resources that are vital to the welfare of employees: guidance and meaning. When employees are provided with explicit and demanding objectives, they will exhibit heightened motivation and engagement in their tasks, hence facilitating the preservation of their resources. The second component, which can be perceived as a means of furnishing assistance, can be regarded as a method of supplying important resources for the welfare of employees, such as social assistance, feedback, and acknowledgment. When employees experience a sense of support and recognition, they

are more likely to perceive that their assets are safeguarded and that they are capable of fulfilling their job requirements. The third factor, fostering engagement, can be perceived as a means to offer a crucial asset for the welfare of employees: a feeling of autonomy. When employees are granted the privilege to express their opinions regarding the implementation of procedures, they will experience a heightened sense of security in the preservation of their assets and an increased level of autonomy over their professional surroundings. The fourth dimension, offering feedback, can be perceived as a method of furnishing the vital resource for the well-being of employees: information. When employees are provided with feedback regarding their performance, they will have a clearer comprehension of what is expected of them and how they may enhance it, so facilitating resource conservation and promoting improved work performance.

In general, the concept of empowering leadership can be perceived as a means of furnishing personnel with the necessary resources to effectively fulfill job requirements and safeguard their assets. By comprehending the facets of leadership empowerment inside the framework of COR theory, businesses can create interventions and initiatives that cultivate leadership empowerment and aid employees in conserving their resources.

The fundamental idea of empowering leadership for the timeframe of 2020-2023 was formulated by Humborstad et.al. (2014), who posited that a leader's elevated level of empowerment behavior results in enhanced performance in both formal positions and additional responsibilities of employees. Conversely, insufficient or continuous empowerment has an adverse effect on performance. Kundu, et.al. (2020) delineates high performance achievement as an amplification of the notion of empowerment. This dissertation identifies an opportunity to broaden the scope of the concept of empowerment. A movement focused on innovation and a business initiative should be purposeful, guiding employees to achieve superior performance compared to a team led by an enabling leader. However, it is worth noting that a team led by an empowering leader attains more favorable outcomes. Presented here is an illustration depicting the evolution of the notion of empowering leadership within the framework of the COR-Theory. Presented herewith is an illustration depicting the constituents comprising the Empowering Leadership Concept.

**Figure 2. Elements of Empowering Leadership Concept**

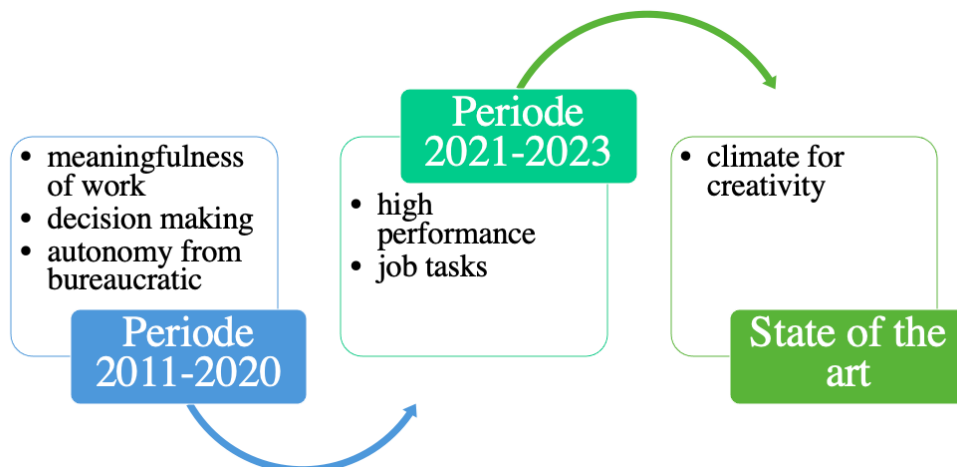


Source: elaboration from various sources for this study, 2023

Figure 2 shows four elements, namely, Goal Setting, Providing Support, Encouraging Participation and Providing Feedback selected by this dissertation to solve

problems with the concept of Opportunity recognition that is rooted in social cognitive theory.

**Figure 3. State of the Art Empowering Leadership**



Source: elaboration from various sources for this study, 2023

Figure 3 above is a summary of the development of the concept of empowering leadership. This dissertation is grouped into two periods namely the period 2011 - 2020 and the period 2021 - 2023. Empowering leadership shows confidence in the abilities of their subordinates, highlights the importance of their work, enables them to engage in decision-making and removes bureaucratic barriers on them (Ahearne et al., 2005; Zhang dan Bartol, 2010). Empowering leadership is suggested to influence creativity and innovation at the level of individuals, teams, and organizations, which in turn will improve the performance of the company, this leadership construction is considered an important driver of corporate success. (Lin et al., 2019).

## CONCLUSION

This research is a systematic and comprehensive form of literary study that discusses the concept of Empowering Leadership and its relationship to performance. It also exhibits the availability of conceptual development and expands the literature presented today. Through this research it was found that Empowering Leadership has a positive impact on performance, both individually, team, and organization as a whole. These positive relationships can be created through several factors that mediate the relationship such as self-ability for self-motivation, increased meaning in the team, search for feedback, orientation towards a need, through traditional things such as customs and cultures, and so on. etc. The suggestion for further research is to be studied empirically, both in terms of methodology, the factors which mediate and moderate Empowering Leadership related to improved performance of individuals, teams, and organizations.

This study possesses several limitations. Initially, given that Scopus is the sole electronic repository employed, there exists a potentiality wherein certain studies that are not encompassed inside the Scopus database may be omitted. Furthermore, the results indicate that diverse modes of dissemination have a significant role in generating a substantial number of citations in the scholarly literature pertaining to empowering leadership. Given that this analysis solely encompasses peer-reviewed articles, all other forms of publications are omitted. Hence, this study can overlook crucial insights from the broader body of literature on empowering leadership in relation to market expansion. Due to these limitations, further systematic reviews should incorporate supplementary databases and publication categories in order to enhance the comprehensiveness and thoroughness of the literature under examination. In order to offer an alternative



viewpoint, it is also advisable to engage in methodical analysis. While the study is of a theoretical nature, its influence on practical application may be constrained. As a foundation for future research, it may possess practical ramifications as empirical data that can be utilized in various manners, such as a catalyst to formulate intervention initiatives aimed at fostering engagement and enabling leadership development, and as a groundwork for future research endeavors.

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