



EXPLORING THE IMPACT OF EMPOWERING LEADERSHIP ON EMPLOYEES' PERFORMANCE IN CHINESE COMPANIES: A STUDY BASED ON LEADERSHIP THEORIES

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ABSTRACT

The term "leadership empowerment" was first used to describe a collection of management techniques that bosses might use to give their employees more responsibility. Empowering leadership behavior is an example of a non-conventional style of leadership. A leader's empowering actions toward an employee emphasize the leader's position in a power-sharing dynamic with those employees, creating a setting in which those employees may learn to self-regulate their behavior and execute tasks without direct supervision. Delegating power and giving employees a voice in decision-making increases employees' intrinsic motivation and contributes to the development of both the organization and its employees. Leadership that inspires an agency in its followers entails a set of management behaviors that raises employees' access to information, rights, and opportunities for making decisions, as well as their belief in their own talents and pride in their work. To achieve this, they go from a "top-down" to a "bottom-up" decentralized structure and from encouraging employees to "participate in decision making" to "information sharing" as a way of egalitarian communication. This research uses a grounded theory method to examine the impact that leaders' empowering behaviors have on workers' creative actions in the areas of personal development, teamwork, and autonomy.

Keywords: leadership, environment, and empowerment in leadership.

1. INTRODUCTION:

Leadership that empowers:

Workplace technological and commercial advancements acted as a catalyst for increasing worker agency and, in turn, higher productivity. Over many decades, this progressive transformation in the nature of work has taken place. Today's workforce needs workers who can adjust to changing conditions, are technically competent, and have a strong desire to advance their careers. A new style of leadership called "empowerment leadership," or EL, has arisen to handle the problems of the contemporary day. It is impossible to classify this kind of leadership as supportive, directive, transactional, transactional, or transformational. Despite the fact that they are polar opposite notions, "power sharing" and "self-efficacy" are both employed to define it. Offering lower-level workers more flexibility and responsibility is one strategy; emphasizing people's inner life at work is another. According to the "EL" leadership style, allowing workers complete control over their work and promoting meaning-finding in their work can lessen emotions of pessimism. By enabling access to required equipment, promoting productive behaviors, and increasing workers' capacity for job fulfillment, it also positively affects the working circumstances of employees. Traditional leadership theories investigate how

a leader's charm and behavior influence the forward momentum of their team members' evolving routines. The converse is true of "EL," who are seen as being more supportive, guiding, educating, encouraging, and helping their subordinates. This piece combines two analyses of "EL" by Zhang and Bartol. They describe "EL" as a group of leadership behaviors, including giving people power. Employers can promote motivational behaviors by, for instance, highlighting the value of employees' work, giving them complete autonomy, raising intrinsic rewards related to their jobs, eliminating feelings of helplessness, and providing them with the necessary tools for the job **(Ali, 2018)**.

Mentoring subordinates, delegating power, adapting to changing conditions, establishing decentralized chains of command that value employee feedback, and setting a good example for others are all characteristics of supportive leaders. Conger, Kanungo, Thomas, and Velthouse argue that "sharing power" as an explanation for support for employee autonomy is insufficient. In the publications that have been published, there were two schools of thought on leadership empowerment: This socio-structural paradigm emphasizes leadership empowerment via different kinds of management. Scientists have identified and confirmed a number of traits that set empowered leadership apart from other leadership theories. Leadership that sets an example via decisions taken, decisions shared, mentorship, and personal care is necessary to inspire workers. By providing people with a sense of purpose, including them in decision-making, and having trust in their abilities and talents, leaders can motivate their teams to achieve greatness. Amundsen and Martinsen contend that enabling leadership requires freedom of action and support for growth. Psychological ownership offers employees a feeling of significance, mastery, autonomy, and influence as an alternative to employee engagement. Leadership empowerment and psychological capital have been conflated, resulting in misunderstandings and inconsistent results. Empowering leaders has the ability to raise spirits, increase output, and increase emotional control. According to conceptual research on work motivation, more connections between leadership and employee engagement ideas seem to be a significant development that warrants further investigation. At every level of the creative process, the finest CEO practices consider their workers' psychological health. The predicament is made clear by the ramifications of leadership behavior **(Cheong, 2018)**.

2. BACKGROUND OF THE STUDY:

Leadership that empowers its employees:

Empowering leadership was first proposed by Manz and Sims. What "super leadership" looks like in action is what their ideal leader would demonstrate to their team. How to be an empowering leader has been investigated from structural and motivational perspectives. In contrast to the structural empowerment theoretical lens, the motivational lens places more emphasis on employees' own ideas of empowerment, such as self-determination and self-efficacy. Zhang and Bartol argue that in order to increase employee engagement, powerful leaders should relinquish some of their authority. Therefore, an essential part of effective leadership is inspiring employees to go above and beyond the call of duty. Among the many characteristics of "empowerment leadership" are "displaying confidence in good performance," "supporting autonomy from bureaucratic hurdles," and "encouraging employees to participate in decision-making." Empirical studies have shown that when workers are confident in their ability to innovate, they perform better on the job, and advance in their professions. Empowered leadership has a positive indirect association with task performance through harmonious passion and a negative indirect relationship with creative performance via obsessive passion, according to academic literature. Several studies have shown little to nonexistent links between an empowering leader's style and increased productivity in the workplace. Leadership that gives workers more autonomy has been related to a happier workforce. According to Chen, the term "motivation" encompasses more than just an emotional state. Employees who are encouraged to internalize their work are more likely to develop a strong passion for it. The word "assert" is used to convey a person's attraction to something that others respect and devote their time and energy towards. Employee morale and output both benefit from greater levels of independence and responsibility. The existing data shows that subordinates may display low levels of intrinsic motivation and high levels of workplace stress if their superiors have higher expectations for employee empowerment than they do. Employees who feel profoundly alienated by their superiors may also show increased stress and resentment in the workplace **(Spector, 2019)**.

Employee empowerment benefits:

According to Kumar & Kumar, giving workers more say in their jobs increases happiness on the workplace. Employees who feel valued and respected value opportunities to learn, connect with coworkers, take part in a variety of activities, and have their suggestions and opinions heard. Increased autonomy leads to greater job satisfaction, productivity, and loyalty to the company. Muckraking et al. argue that empowered employees lead to increased customer satisfaction, superior output, and overall business success. In order to boost efficiency, they conclude, workspaces should be given top priority. A strong correlation between employee agency and

organizational performance was found by Nadeem et al. Prove that the Konya structured economic zone in Greece enables employees to think beyond the box. Managers, they reasoned, should give employees more autonomy in order to foster more innovation and creativity inside the organization. Employee empowerment improves performance, productivity, and company success, according to Hunjra, UlHaq, and Akba. Therefore, the leadership has to share the company's vision with staff. Hanayshahe connects the dots between an empowered workforce and the company's mission. Employee empowerment has been shown to increase business output. According to Laschinger, Finegan, and Shamian, giving workers more control in their work environments increases both employee engagement and business results. Nwachukwu asserts that empowering workers has no effect on the culture of a bank. A study's warning to business leaders that empowering employees might backfire (Hieu, 2020).

3. PROBLEM STATEMENT:

“It has been shown in the past that people who feel empowered at work perform better, are more satisfied with their jobs, and are more devoted to the company.”

Setiawan research found that “empowerment enhances workers' inventiveness, work-life satisfaction, and collaboration spirit.” Companies should encourage managers to participate more actively in empowering employees. An inspiring leader is one who is willing to share authority and pushes their team to perform at their best. The success of every business depends on the efficiency and effectiveness of its employees. Therefore, the productivity of an organization's employees might be a key indicator of its success or failure. The management evaluates an employee's performance based on how much effort was put into achieving a certain objective. Giving workers more autonomy in their work lives has been shown to increase both performance and productivity. Empowerment's key objective is to boost development and output on the job. Motivation and delegating are seen as the two most crucial factors in an organization's output. Therefore, individuals gain agency when they are given opportunities to use their skills and education to address problems on the job.” (Setiawan et al, 2020).

4. RESEARCH OBJECTIVE:

- To define Leadership from inside the workforce.
- To examine the effects of a confident leader on his or her staff.
- To find out the value of Employee-Centered Leadership.
- To explore the Leadership theories and employee performance have fundamentally different tenets.

5. LITERATURE REVIEW:

Employees who are given more freedom to make decisions on the job tend to think outside the box more often. Workers and supervisors must be given more responsibility in modern firms. Boosting productivity on the job by providing employees with more autonomy, correct information, and opportunity to take ownership of their work. This article discusses the need to give managers and workers more agency. The authors of the report argue that empowering workers means giving them access to the tools they need to succeed on the job. Workers who were allowed a certain amount of autonomy by their employers also reported better rates of productivity. In addition to loyalty, communication, inclusion, an incentive system, clearly stated goals, managerial methods, and training, the research highlights the importance of management leadership. Other strategies include fostering an environment of openness and honesty inside the workplace and facilitating open dialogue between workers and the company's leadership. Empowering workers improves performance, morale, dedication to the organization, customer service, productivity, and growth. Employee empowerment has the potential to damage an organization's culture, according to research (Liu, 2020).

Many surprising insights regarding the burgeoning field of leadership, creativity, and innovation study were uncovered by the investigation. Leadership has been shown to have an important impact, according to both theoretical and empirical studies, in deciding whether or not employees are allowed to use their imagination and creativity on the job. Therefore, further research is needed to pinpoint the most crucial leadership traits and define the processes through which they inspire originality and fresh ideas. The vast majority of researchers would prefer not do several meaningless pilot trials or replicate already completed methods. The author of the study hopes his or her findings will inspire his or her fellow scientists to follow Albert Einstein's advice: "To raise new questions, novel opportunities, to examine present problems from a new aspect, takes creative imagination and represents true progress in science." The discipline has been pushed by academia to produce and examine theoretical propositions that give accurate policy recommendations, and this has necessitated academics using their creativity to find answers to issues with measurement, study design, and theory (Hughes, 2018).

6. METHODOLOGY:

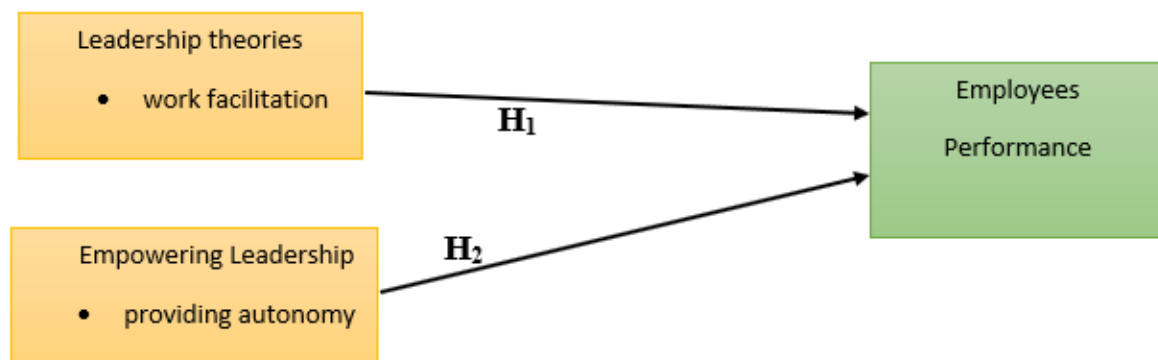
Sampling: A survey questionnaire was developed with items designed to measure the constructs required by the model. A preliminary version of the questionnaire was pre-tested using a group of 20 organizational executives. A total of 1200 questionnaires will Empowering Leadership impact independent variable Information Technology Independent Variable Employees Performance Dependent variable be distributed among marketers selected in a systematic random fashion. All the completed questionnaires were considered for the study and any incomplete questionnaire was rejected by the researcher.

Data and Measurement: Primary data for the research study was collected through questionnaire survey (one-to-correspondence or google-form survey). The questionnaire was divided into two parts – (A) Demographic information (B) Factor responses in 5-point Likert Scale for both the online and non-online channels. Secondary data was collected from multiple sources, primarily internet resources.

Statistical Software: MS-Excel and SPSS 25 was used for Statistical analysis.

Statistical tools: Descriptive analysis was applied to understand the basic nature of the data. Validity and reliability of the data was tested through Cronbach alpha.

7. FRAMEWORK:



8. RESULT:

Factor Analysis:

Confirming the latent component structure of a collection of measurement items is a common utilisation Factor Analysis (FA). The scores on the observable (or measured) variables are thought to be caused by latent (or unobserved) factors. Accuracy analysis (FA) is a model-based method. Its focus is on the modelling of causal pathways between observed phenomena, unobserved causes, and measurement error.

The data's suitability for factor analysis may be tested using the Kaiser-Meyer-Olkin (KMO) Method. Each model variable and the whole model are evaluated to see whether they were adequately sampled. The statistics measure the potential shared variation among many variables. In general, the smaller the percentage, the better the data was suitable for factor analysis.

KMO gives back numbers between 0 & 1. If the KMO value is between 0.8 and 1, then the sampling is considered to be sufficient.

If the KMO is less than 0.6, then the sampling is insufficient and corrective action is required. Some writers use a number of 0.5 for this, thus between 0.5 and 0.6, you'll have to apply your best judgement.

- KMO Near 0 indicates that the total of correlations is small relative to the size of the partial correlations. To rephrase, extensive correlations pose a serious challenge to component analysis.

Kaiser's cutoffs for acceptability are as follows:

Kaiser's cutoffs for acceptability are as follows:

A dismal 0.050 to 0.059.

- 0.60 - 0.69 below-average

Typical range for a middle grade: 0.70–0.79.

Having a quality point value between 0.80 and 0.89.

The range from 0.90 to 1.00 is really stunning.

Table 1: KMO and Bartlett's Test^a

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.860
Bartlett's Test of Sphericity	Approx. Chi-Square	3252.968
	df	190
	Sig.	.000

EFA begins with a validation of the data's appropriateness for factor analysis. Regarding this, Kaiser suggested that factor analysis only be conducted if the KMO (Kaiser-Meyer-Olkin) indicator of sample adequacy coefficient value was larger than 0.5. It has been determined that the KMO value for the data used in this investigation is .870. Additionally, a significance level of 0.00 was found using Bartlett's test of sphericity.

8.1 Test for Hypothesis:

A hypothesis is a supposition or theory that is made public for discussion and later tested to ascertain its chances of being true. The creation of a hypothesis is the first step in the scientific method, apart from a broad assessment of related earlier research. A hypothesis made predictions about the findings of the inquiry. A response to a research question is an untested hypothesis. It could be necessary to construct a number of hypotheses to look at the research question from different angles, depending on the study's breadth.

• Employee Performance

Human resources contribute to corporate performance. Employee performance is crucial to organisational success and human resource development. Increasing employee performance benefits the organisation and the workers. because excellent performance should improve employee career growth. Company success is influenced by leadership style. Leader's guide, influence, encourage, and manage subordinates to improve their awareness and volunteer to achieve a goal.

• Empowering Leadership

By using a style of leadership that gives people power, leaders can effectively change things like cynicism and time theft. Leaders that empower their followers delegate authority and responsibility for making decisions. They have faith in workers' ability to handle tasks independently. Leaders may empower their teams by focusing on four key areas: stressing the importance of employees' work, enabling employees to participate in decision-making, promoting employees' strengths, and decreasing employees' cynicism and time theft. via Leadership Empowerment's dismantling of red tape. In turn, workers experience psychological efficacy when they have a sense of purpose, mastery, independence, and influence in their jobs.

• Providing autonomy

At their place of employment, no one enjoys being micromanaged. It may be really irritating to have a boss or supervisor that is continually peering over your shoulder. Additionally, it erodes faith in leadership inside the organisation. That is why having some degree of independence at work is essential. Autonomy in the workplace refers to the practice of allowing workers the flexibility to operate in a manner that is most conducive to their individual needs. When workers have autonomy in the workplace, they have the ability to select when and why their task should be completed. The concept of autonomy in the workplace may take on several forms, depending on the organisation. However, if it is done effectively, it may be of value to both your staff and the larger culture of your organisation in more ways than one. Let's investigate the ways in which leaders may foster a sense of autonomy in the workplace and enjoy the benefits of doing so.

On the basis of the above discussion, the researcher formulated the following hypothesis, which analysed the relationship between providing autonomy and Employees Performance.

H₀₁: "There is no significant relationship between providing autonomy and Employees Performance."

H₁: "There is a significant relationship between providing autonomy and Employees Performance."

Table 2: ANOVA Sum

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	39936.307	309	3993.631	2486.855	.000
Within Groups	145.083	890	1.630		
Total	40081.390	1199			

In this study, the result is significant. The value of F is 2485.855, which reaches significance with a *p*-value of .000 (which is less than the .05 alpha level). This means the "**H₁: There is a significant relationship between providing autonomy and Employees Performance.**" is accepted and the null hypothesis is rejected.

• Leadership Theories

According to its eponymous connotation, everyone understood that only a person could possess the qualities required of a truly exceptional leader. According to the "great man" hypothesis, a leader must have certain qualities by nature. That's why it's true that exceptional leaders can't be produced but only found. If you believe this view, then excellent leaders are individuals who were born to take charge. It was also thought that when the time was right, great leaders would emerge. Writer and educator Thomas Carlyle is largely responsible for popularizing the notion. The study of legendary figures is what motivated him, and it's what drove the development of the "Great Man" thesis. His work "On Heroes, Great Leaders, and the Romantic in History" provides a comparison of many different heroes throughout history.

• Management Theory

Management theories are a collection of ideas that revolve around suggested management methods. These strategies might include implementable tools that modern businesses can use, like frameworks and guidelines. In most cases, professionals will not depend entirely on a single management theory but rather will use multiple principles from a variety of management theories in order to find those that are most suitable for their workforce as well as the culture of their firm.

• Work facilitation:

Facilitation is not just a another skill that can be added to a leader's toolbox. It is the cornerstone of strong leadership because it enables us to steer teams and whole organisations in the direction of their objectives, all while maximising the effectiveness of meeting procedures to produce the most fruitful results and cultivating a spirit of teamwork. Do you know anybody who hasn't sat through a meeting or training session that went on for what seemed like an eternity but ended up producing very little or nothing of substance? It's a situation that often arises, and it's a strong sign that formal leaders are not the only ones who have a need for expert facilitation. Instead, it is a key talent that may provide anybody, at any level of organisation, the ability to empower others. In this article, we will explore every facet of facilitating, with a particular emphasis on the five fundamental characteristics that represent the attitude of a facilitator: being purposeful, inclusive, crafted, clear, and adaptable. Together, they exemplify the essence of efficient facilitation and provide a road map to negotiate the sometimes-complicated terrain of leadership in the modern world, which is characterised by a rapid speed of change. As we go further into these characteristics, we will throw light on the significance of the function of facilitator and explain how everyone, regardless of their title, may step into this role. Remember that they aren't just theoretical structures; pay attention to that fact. These are observable abilities that, when put into action, have the potential to function as the keys that open the door to revolutionary change and an influence that will last inside your teams and organisations.

On basis of the above discussion, the researcher formulated the following hypothesis, which was analysed the relationship between Management theories and Employees Performance.

H₀₂: "There is no significant relationship between work facilitation and Employees Performance."

H₂: "There is a significant relationship between work facilitation and Employees Performance"

Table 3: ANOVA Sum

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	39936.307	450	3993.631	2479.855	.000
Within Groups	145.083	749	1.630		
Total	40081.390	1199			

In this study, the result is significant. The value of F is 2485.855, which reaches significance with a *p*-value of .000 (which is less than the .05 alpha level). This means the **"H₂: There is a significant relationship between Management theories and Employees Performance."** is accepted and the null hypothesis is rejected.

9. CONCLUSION:

This study takes a look at the positive and negative effects of leadership's supporting behavior on employee creativity in the workplace. The following important points may be gleaned by the researcher: First, leadership empowering behaviors that emphasize self-improvement support or encourage employee participation in decision making have a strong, positive effect on employees' propensity to engage in creative activities, but the same cannot be said for the delegation of authority. The results of this research support the idea that organizations should progressively shift from a command-and-control to a more participatory style of leadership. When leaders offer employees the power to properly deploy the company's rising resources, it

increases employees' innovation self-efficacy and stimulates inventive behavior throughout the organization. Therefore, giving corporate leaders more autonomy is good for company development within the framework of an organisation's governance structure. Second, a person's predisposition to innovate improves when they are content with their work. This discovery illustrates how elements like motivation and education can shape and nurture employees' creative capacities. The componential approach acknowledges the importance of ability, knowledge, and motivation as key internal components of creativity. Workers that have excellent knowledge, energy, and passion tend to thrive in their roles. Employees who make an effort to improve themselves via continual training are more likely to think of original ways to solve issues.

10. LIMITATIONS:

Since it requires a lot of time and money to do, and since both are very expensive, a quantitative method is unable to provide a comprehensive picture of what customers really want. Conclusions made from qualitative research are generally less convincing than those gained from quantitative research since they are grounded in the researcher's own subjective experience.

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