

Enhancing Leadership and Its Effect on Workers' Outcomes: An Investigative Research Based on Workers' Innovation Capabilities and Leadership Theories

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Abstract

The concept of leadership empowerment was initially offered as a set of management practices leaders may use to increase their staff's sense of agency. One non-traditional kind of leadership is empowering leadership behaviour. A leader's empowering behaviours towards a subordinate highlight the leader's role in a power-sharing dynamic with employees, fostering an environment in which those workers may learn to regulate their own behaviour and complete assignments without constant supervision. Employees' intrinsic motivation and the growth of both the organisation and its workers are boosted when leaders delegate authority and make them feel like they have a voice in decision-making. Leadership's empowering conduct boils down to a set of

managerial actions that boost workers' agency by increasing their access to knowledge, rights, and judgement possibilities, as well as their confidence in their own abilities and pride in their output on the job. They shift from encouraging workers to "participate in decision making" to "information sharing" as a means of equitable communication and from "top-down" decentralisation to "bottom-up" decentralisation. Using a grounded theory approach, this study analyses the link amongst leadership empowering behaviour on employees' innovative behaviour across the domains of personal improvement support, participative management, and delegation of authority.

Keyword: Leadership, Empowerment, Leadership's empowering, Environment.

1. INTRODUCTION:

Leadership that empowers:

As a foundation for employee empowerment, technical and commercial developments in the workplace were used to drive employee productivity. This shift in the nature of work has taken place over the last several decades. Today's workplaces need a more flexible, highly competent, and enthusiastically motivated workforce that is eager to learn and develop. EL, or "empowerment leadership," has developed as a new and unique kind of leadership in today's rapidly evolving environment. Traditional kinds of leadership, such as supportive, directive, contingent reward, transactional, and transformational, do not apply to this type of leadership. It has been defined as "power sharing" and "self-efficacy" from two contrasting views. There are two ways of looking at this issue: one is to give subordinates more authority and responsibility, and the other is to emphasise the psychological experiences of workers. According to the "EL" leadership style, workers' emotions of helplessness may be ameliorated by allowing them complete autonomy and boosting their task-related intrinsic motivations. As well, it has a positive effect on the work environment of workers, providing them with the resources they need, stimulating their motivating behaviours, and promoting their capacity to flourish at work. Leadership approaches have traditionally focused on the charisma and behaviour contexts of leaders dealing with the momentum of workers changing habits. "EL," on the other hand, is seen as more helpful, encouraging, educational, and supportive of their subordinates, as well as giving coaching and training. The authors of this work combined Zhang and Bartol's "EL" from two different angles. They see "EL" as a sequence of leadership actions that share power with subordinates. Employers may do things like emphasise the importance of their tasks and provide them with complete autonomy, raise their task-related intrinsic motivations, eliminate emotions of helplessness, and supply them with the essential working tools that stimulate their motivational behaviours, for example (Ali, 2018).

Empowering leadership has developed through supportive leadership, mentoring, delegating, contextual leadership, participatory command structures, superior leadership, & individual leadership supporting followers' self-worth. Conger, Kanungo, as well as Thomas and Velthouse contend that employee independence as "sharing power" doesn't account for supporters' motivation. The literature took two approaches to empowering leadership: This socio-structural paradigm emphasises empowering leadership within management techniques. Scientists describe and validate the aspects of empowered leadership to differentiate it from various other leadership theories. Leading by example, sharing in choices, coaching, and showing individual concern empower workers. Leaders should empower staff by giving them a sense of purpose, including them in judgement, and believing in their abilities to perform well. Empowering leadership requires autonomy and growth support, according to Amundsen and Martinsen. Psychological ownership, an alternative to employee engagement, gives employees purpose, competence, self-determination, and impact. Mistaking empowering leadership for psychological capital has led to confusion and uneven results. Empowering leaders could boost morale, productivity, and emotional empowerment. A conceptual study on work motivation found that "greater ties between

leadership and employee engagement theories appear to be a major trend meriting further investigation," clearly distinguishing the two ideas. Top executive standards integrate leadership, social protection, and workplace design for psychiatric empowerment. Leadership behaviour and its effects reduce ambiguity here (Cheong, 2018).

2. BACKGROUND OF THE STUDY:

Leadership that empowers its employees:

Using a method called stratified sampling, statisticians were able to more efficiently gather surveys from 23 large enterprises spread out over numerous areas in Guangdong province. The goal of the simplifications was to get more people to fill out the survey. Therefore, generalisations from the results are harder to achieve. Since this analysis is based on cross-sectional data, it is susceptible to the confounding effects of survey response bias. Since there is some overlap between the characteristics of emotional investment and those of job satisfaction, it's likely that respondents may confuse the two. It's possible that the data was gathered incorrectly if this is the case. (Spector, 2019).

Employee empowerment benefits:

Employee empowerment boosts job satisfaction. Empowered employees also like training, identity programs, meetings with colleagues, participation in various activities, and attention to their recommendations and views. Empowerment improves work satisfaction, performance, and organisational commitment. According to Muckraking et al., empowered people boost customer happiness, product quality, and organisational success. Their conclusion is that workplaces should be prioritised in order to increase productivity. Nadeem et al. identified a substantial connection between worker empowerment and organisational effectiveness. Show that Greece's Konya organised economic zone empowers workers to innovate and create. They concluded that managers should empower people systematically to boost organisational creativity and innovation. Hunjra, UIHaq, or Akba say employee empowerment boosts performance, productivity, and business success. Hence, management should communicate the company's long-term aims to employees. Hanayshahe links employee empowerment to a company's objective. According to the research, employee empowerment improves firm productivity. Laschinger, Finegan, and Shamina say that worker empowerment boosts employee engagement and company performance. Nwachukwu claims employee empowerment has no effect on bank culture. Researcher warns bosses that empowering people may harm the company's culture (Hieu, 2020).

3. PROBLEM STATEMENT:

“In the past it has been demonstrated that when employees feel empowered at work, it is associated with stronger job performance, job satisfaction, and commitment to the organization.”

According to Setiawan report “Workers' inventiveness, work-life satisfaction and collaboration spirit are all enhanced by empowerment. Organizations should not just empower their workers, but also urge their leaders to take a more active role in this process. Sharing power and encouraging staff to strive for excellence are two characteristics of an empowering leadership style. Increasing the efficiency and effectiveness of an organization's workforce is essential if it is to succeed in the market. As a result, an organization's success or failure may be gauged by its workers' performance in the workplace. An employee's performance at work may be described as the amount of effort they put in to accomplishing a given goal, which is then assessed by the manager. It is possible to describe the practice of empowering people to make choices in the workplace as a means of improving performance and productivity. The primary goal of empowerment is to increase growth and productivity at work. When it comes to an organization's productivity, motivation and delegation are regarded to be the two most important components. As a result, people are empowered when they are able to apply their talents and credentials to solve challenges at work” (Setiawan et al, 2020).

4. RESEARCH OBJECTIVE:

- To define Employees Leadership in Organization.
- To examine the Impact of Empowering Leadership on Employees.
- To find out the importance of Empowering Leadership for Employees.
- To explore the difference between Employees Performance and Leadership Theories.

5. LITERATURE REVIEW:

Empowered workers are more innovative and enterprising. Modern workplaces need employee and leadership empowerment. Empowering employees via autonomy, reliable information, & active involvement makes the organisation more efficient. This article discusses empowering managers and workers. The research found that empowerment involves creating a company-wide culture and giving workers the tools, training, and knowledge, they really have to succeed. Empowered workers' productivity was linked to their self-organization, expertise, value, & faith in others. The review highlights management leadership but also loyalty, communication, incorporation, an incentive system, clearly delineated goals, managerial strategies, & training as ways to empower employees. Other strategies are including fostering trust, promoting employee specific recommendations, & interacting the with company's greatest officials. Empowerment improves work performance, job satisfaction, organisational dedication, customer experience, productivity, and corporate growth. Empower may damage a company's culture (Liu, 2020).

There have been a slew of exciting discoveries in the developing field of leadership, creativity, and innovation study, as discovered throughout the examination. Leadership has been shown in both theoretical and empirical studies to have a significant impact on whether or not workplace

creativity and innovation are fostered. As a result, additional research is needed to better understand which leader behaviours are most significant and to determine the processes through which these behaviours promote creativity and innovation. For the most part, researchers don't want to do the same thing over and over again, nor do they want to do additional tiny, exploratory experiments. It is the researcher's hope that researchers will follow Albert Einstein's advice: "To raise new questions, new possibilities, to examine existing issues from a new aspect, takes creative imagination and signifies true progress in science." To address the issues of measurement, study design, and theory, academics urged scholars to think imaginatively so that the discipline may create and analyse theoretical propositions in a way that provides accurate and trustworthy policy recommendations (Hughes, 2018).

6. METHODOLOGY:

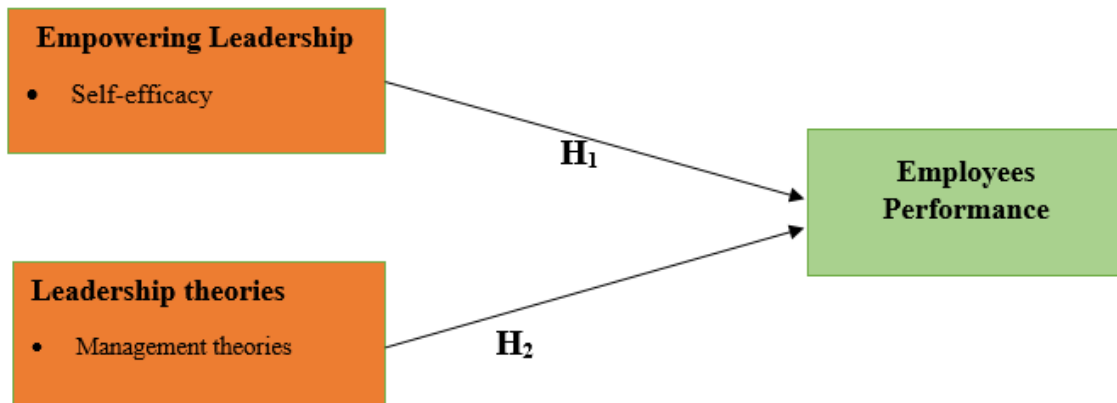
Sampling: A survey questionnaire was developed with items designed to measure the constructs required by the model. A preliminary version of the questionnaire was pre-tested using a group of 20 organizational executives. A total of 1200 questionnaires were distributed among marketers selected in a systematic 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. 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 to 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.		.870
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.

- **Self-efficacy**

An individual's sense of self-efficacy measures how confident they feel in their ability to achieve certain goals. Those who believe they can make a difference have a positive outlook and are more likely to take the initiative, whereas those who believe they can do nothing are discouraged from doing anything at all. This article talks about the main ideas behind self-efficacy, such as where it came from, how it is used, and how it is used in the real world. It also talks about its developmental and educational therapeutic aspects. According to Rotter, the term "locus of control," which means the place where a person has power over the delivery of a good reward for good behavior. Control that comes from outside of yourself can come from influential third parties, external environmental factors, or even luck.

On the basis of the above discussion, the researcher formulated the following hypothesis, which analysed the relationship between Self-efficacy and Employees Performance.

H₀: “There is no significant relationship between Self-efficacy and Employees Performance.”

H₁: “There is a significant relationship between Self-efficacy and Employees Performance.”

Table 2: ANOVA Sum

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	39856.307	309	3993.631	2485.855	.000
Within Groups	155.087	890	1.650		
Total	40082.490	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 Self-efficacy 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 popularising 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.

1. Scientific Management Theory: Might have been developed by American mechanical engineer and early management thinker Frederick Taylor. He and his colleagues pioneered the scientific study of employee productivity. Taylor's thought centered on the idea that coercing individuals into working more wasn't the greatest method to maximise output. As an alternative, Taylor suggested streamlining processes to boost output. Compared to previous methods, this plan did things a little bit differently. A plant executive's interaction with his workers was limited at first. The only thing that could motivate workers was the promise of a steady paycheck, and there was no way to implement uniform regulations across the board. For Taylor, a "decent day's pay for an equitable day and then work" was the guiding principle since he believed that monetary compensation was the primary factor in motivating labor. The concept of scientific management has now spread over the globe. As a consequence of working together, businesses and workers developed the cooperation that is so popular today.

2. Systems Management Theory: Systems management offers a different way of thinking about administrative tasks and strategic planning. According to systems management theory, organizations, like the human body, are made up of interdependent parts that must all operate together for the whole to succeed. A number of factors, including synergy, interdependence, and interrelationships between different subsystems, are crucial to an organization's success, as proposed by the theory. The people that work for a business are crucial to its success. Government agencies, workgroups, and business divisions are also critical to a company's overall performance. Managers, in the real world, have to analyze company-specific characteristics and occurrences to develop the optimal management strategy. In that manner, they may pool their resources and approach each project as a team rather than as individuals.

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 Management theories and Employees Performance.”

H₂: “There is a significant relationship between Management theories and Employees Performance”

Table 3: ANOVA Sum

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	39938.307	450	3943.651	2985.865	.000
Within Groups	147.083	749	1.620		
Total	40083.392	1199			

In this study, the result is significant. The value of F is 2985.865, 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 research examines the connections between leadership's enabling conduct and employee creativity from the perspective of both success and failure in the workplace. The researcher may deduce the following major points: First, the impact of self-improvement support or participatory decision-making aspects of leadership empowering behaviour on workers' innovative behaviour is significantly influenced positively, whereas the impact of delegation of authority on workers' innovative behaviour is not verified. This study's findings suggest that organisations should gradually make the transition from a top-down to a bottom-up style of leadership. Employees' innovation self-efficacy is boosted, and the innovative behaviour of the organisation as a whole is stimulated, when leaders give them the authority to effectively allocate the company's growing resources. As a result, within the context of an organisational governance system, empowering corporate executives is beneficial to business growth. Second, being happy in one's job has a salutary effect on one's propensity to innovate. This finding demonstrates how employee creativity may be formed, maintained, and developed by factors such as energy and learning. Ability, knowledge, and motivation are indeed the fundamental internal components of creativity, according to the componential approach. Workers who are really flourishing in their jobs are those who possess exceptional expertise, vitality, and enthusiasm. Employees who invest in their own

professional development via ongoing training are better equipped to come up with novel solutions to problems.

10. LIMITATIONS:

The primary goal of quantitative research is numerical measurement. The use of a large sample is a standard need of quantitative research methods. However, this kind of extensive study can't be done because of a lack of funding. A larger sample size and longer time period for this research might help accomplish this in the future. The findings of quantitative studies, which often entail a questionnaire with predetermined questions and answers, are not necessarily indicative of the true state of affairs. In addition, doing quantitative research is laborious, costly, and time-consuming.

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