
Uncovering Trends in Psychological Empowerment: Empowering Insights Through Comprehensive Exploration and Advanced Data Analysis

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Abstract

This research aims to analyze trends in psychological empowerment, particularly in companies engaged in the technology industry, innovation, start-ups, creative industries, employee development, and customer service-oriented sectors. Companies such as Google, Apple, Airbnb, Pixar, Deloitte, Zappos, Ritz-Carlton, and Southwest Airlines have demonstrated that psychological empowerment plays an important role in improving service quality, reducing workplace stress, and fostering a positive work culture all of which contribute to the long-term success of an organization. This research employed a qualitative method with a bibliometric analysis approach. Data were sourced from Scopus using the keyword "Psychological Empowerment," yielding 356 documents spanning the period 2014–2023. This study found that psychological empowerment has received increasing attention in the organizational literature, with the number of publications growing steadily each year. Key findings indicate that psychological empowerment plays an important role in improving employee performance and job satisfaction, enhancing loyalty, reducing stress, and encouraging creativity and innovation. Furthermore, empowering leadership and an inclusive organizational culture were shown to have a positive impact on psychological empowerment. This study also highlights the importance of organizational justice, noting that imbalances in perceived fairness from certain sources can be offset by other sources. These findings underscore the value of creating a work environment that supports empowerment as an organizational strategy for improving performance and retaining employees.

PENDAHULUAN

Some literature has investigated how organizations are required to transform in order to remain relevant. This research was conducted by (Caesens et al., 2020; Helalat et al., 2023; Jandaghian-Bidgoli et al., 2023; Llorente-Alonso & Topa, 2018; Loke et al., 2018; Ochoa Pacheco et al., 2023; Sousa et al., 2023; Sušanj et al., 2019). This fact is triggered due to external factors such as technological disruption, organizational culture, organizational conflict, shifting consumer preferences, and regulatory/legal changes. However, behind the factors that trigger these changes, organizations get a high chance of success in empowering the organization so that it can increase its productivity.

Empowering the organization is an opportunity given by leaders to employees in order to solve the problems that occur in the organization with a note that they are given access to adequate resources so that satisfactory results can be achieved. Biron & Bamberger (2010) Empowerment is very important for an organization because individuals feel very supported

and have control over their work. so that employees can commit to the organization by creating the best performance. In empowerment, there are two dimensions, namely structural empowerment and psychological empowerment. However, this research focuses on psychological empowerment (Javaid et al., 2023).

This research assumes that psychological empowerment is often closely related to the level of autonomy employees feel in carrying out their roles. This autonomy includes freedom, independence, and the ability to make decisions independently. One very important element in psychological empowerment is an individual's belief in their own ability to complete tasks effectively then, having self-confidence will give employees a feeling of empowerment, so they feel able to influence and contribute to their work environment. In addition, it is important for employees to see their work as meaningful and valuable. A clear and relevant sense of purpose is crucial in the context of psychological empowerment. In addition, the belief that individual actions and contributions can influence organizational outcomes is also an important assumption; employees should feel that what they do has a real and positive impact on the organization. (Loke et al., 2018; Sušanj et al., 2019).

Psychological Empowerment has an important role for employees, namely, it can improve performance, improve work quality, job satisfaction, innovation and the trust of superiors in their subordinates and plays a role in influencing employee performance because it creates psychological conditions that allow employees to feel meaningful in their work, feel competent in carrying out tasks, have autonomy in decision making, and feel the impact of their contribution. Saidah & Muhid, (2021) This role is very important because it determines the success of an organization in the future.

Psychological empowerment is a concept first discussed by Conger & Kanungo, (1988) who defined it as a relational construct in management practice. They explained that empowerment occurs when leaders share power with subordinates in a dynamic relationship and suggested that the concept should also be understood as a motivational construct. Psychological empowerment has a significant impact on employees, both positive and negative. According to Zhou & Chen, (2021), low psychological empowerment can cause employees to feel insecure and lose control over their work, which in turn results in feelings of burden, withdrawal, and decreased productivity. These impacts can lead to emotional exhaustion, deteriorating work relationships, and stunted career growth. Employees who lack organizational support under these conditions are likely to experience symptoms of emotional exhaustion, resource depletion, and strained relationships, which negatively impact their job satisfaction and performance.

On the other hand, research by (Seibert et al., 2011; Wallace et al., 2011; and Zhang, 2010) show that psychological empowerment is generally perceived positively, with the tendency that the higher the level of empowerment employees feels, the greater their responsibility, work motivation, and involvement in organizational activities. Psychological empowerment gives employees a feeling of control, autonomy and influence over their work, which can increase self-confidence and intrinsic motivation. This contributes to active involvement in the achievement of organizational goals and increases overall job satisfaction. However, it should be noted that in some situations, empowerment can also have a negative impact, for example when increasing excessive responsibilities without adequate support, leading to stress and decreased job satisfaction. Thus, it is important for organizations to create

a supportive environment for psychological empowerment to provide maximum benefits to employees and the organization as a whole.

The purpose of this study is to analyze the trend of psychological empowerment especially in companies engaged in the technology industry, innovation, start-ups, creative industries, companies that focus on employee development, and companies that rely heavily on customer service. The benefits of this research are both theoretical and practical. Theoretically, this study contributes to the development of organizational behavior literature by providing a comprehensive overview of psychological empowerment research trends, dominant keywords, and conceptual relationships in the field. Practically, the findings can serve as a reference for organizations in designing empowerment-based management strategies that improve employee motivation, loyalty, creativity, and performance. In addition, this study provides guidance for future researchers by identifying research gaps, emerging themes, and potential directions for further studies on psychological empowerment in various organizational contexts.

RESEARCH METHOD

This research used a qualitative method with a bibliometric analysis approach. In its role, bibliometric analysis is a study of bibliographic analysis of scientific activities, based on the assumption that the results of its research can become the basis for further researchers. (Farida & Firmansyah, 2020). The steps that need to be taken in this analysis are collecting data and then conducting a descriptive bibliometric analysis based on the level (Rodríguez-Soler et al., 2020). The data obtained from base Scopus data and analyzed were 356 articles. The data was converted into Bimtex and CSV formats and imported into bibliometric software. Data analysis was performed using Rstudio and Vosviewer.

Table 1. Main Information

Description	Results
MAIN INFORMATION ABOUT DATA	
Timespan	2014:2023
Sources (Journals, Books, etc)	193
Documents	356
Annual Growth Rate %	10,39
Document Average Age	4,55
Average citations per doc	28,55
References	24614
DOCUMENT CONTENTS	
Keywords Plus (ID)	283
Author's Keywords (DE)	867
AUTHORS	
Authors	889
Authors of single-authored docs	40
AUTHORS COLLABORATION	
Single-authored docs	47
Co-Authors per Doc	2,9
International co-authorships %	30,62
DOCUMENT TYPES	

Source: Scopus database processed using Bibliometric RStudio (2024)

As we know, Scopus is one of the largest publication indexers in the world. The database provided covers all international journals in the world. The Scopus academic database was chosen because it can provide access to research information (Busro et al., 2021). Bibliometric analysis was conducted on September 7, 2024 using the Scopus database. The keyword used is psychological empowerment using English so that it can be detected by Scopus. Screening is carried out with year restrictions, namely, in 2014-2023 with a span of ten years it has produced 356 articles whose results are stored to be visualized and analyzed. The following are the stages in data collection and data analysis.

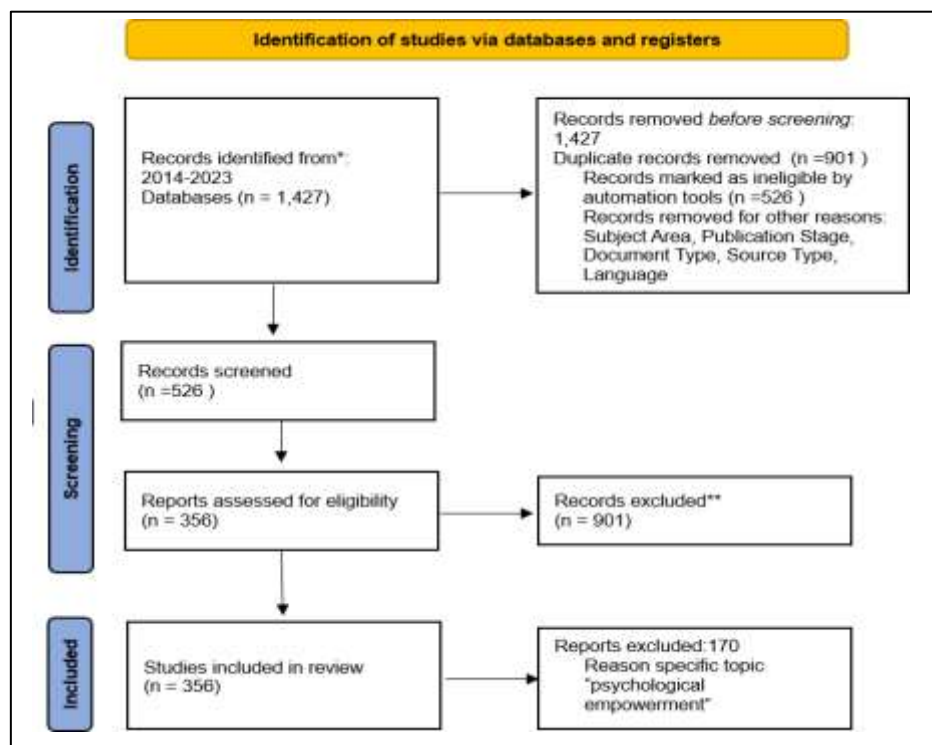


Figure 1. Stages of data collection and data analysis

Source: Research framework developed by the authors (2024)

RESULTS AND DISCUSSION

Psychological empowerment has emerged as an exciting area of research in recent years. This is evidenced by the increase and growth in the number of studies addressing this topic, as reflected in the annual growth in research output below.

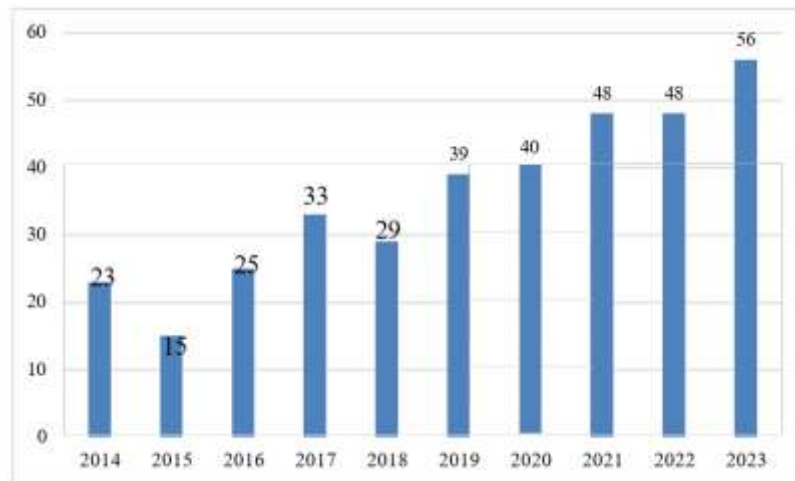


Figure 2. The evolution of annual scientific production

Source: Scopus database processed using Bibliometric RStudio (2024)

Based on the picture above, it can be seen that the development of psychological empowerment, in 2023 is the year when scholars respond a lot about psychological empowerment. In research (Raza & Yousufi, 2023) revealed the relationship between transformational leadership and employee career satisfaction has a positive influence on psychological empowerment, organizational commitment, and employee career satisfaction. Furthermore, psychological empowerment and organizational commitment function as mediators in the relationship between transformational leadership and career satisfaction. Then emotional exhaustion can moderate the relationship between transformational leadership and the two mediators (psychological empowerment and organizational commitment) research (Allozi et al., 2022; Brian Joo & Lim, 2013; Charokopaki, 2019; Felicitas Onwuegbule, 2020; Lazarides & Warner, 2020; Xenikou, 2018; and Yoon et al., 2019).

In addition, research conducted by (Alif & Nastiti, 2022) showed that empowering leadership has a favorable impact on creativity and work effort. Similarly, self-leadership was also observed to increase creativity and work effort. Furthermore, psychological empowerment and self-leadership act as mediators in the relationship between empowering leadership and work outcomes, such as creativity and work effort. In conclusion, this study emphasizes the importance of an empowering work environment to increase the contribution of employees' creativity and work effort, especially in the creative industry which is dominated by the millennial generation (Abuzid & Abbas, 2017; Echebiri et al., 2020; Mo & Yu, 2017; and Zhang, 2010).

Other studies have shown a significant positive correlation between granting authority and responsibility to employees (structural empowerment) and their level of engagement at work (Monje-Amor et al., 2021). These findings are consistent with the hypothesis that a work environment that encourages employee participation and autonomy will have a positive impact on their level of engagement. In addition, this study shows that high work engagement not only improves task performance, but also markedly reduces the likelihood of employees leaving the organization. Despite the differences in cultural context between Spain and the UK, the proposed relationship model proved to be broadly applicable in both countries. Nevertheless, further analysis shows that the impact of empowerment on work engagement is more

pronounced in the UK, which may reflect differences in the country's more individualistic cultural values compared to Spain. In conclusion, the results of this study emphasize the importance of building an empowering work environment as an effective approach to improving organizational performance and reducing employee turnover rates. This research was made possible through the support of (Bhatnagar, 2012; Boamah & Laschinger, 2015; Macsinga et al., 2015; Spence Laschinger et al., 2009; Wang & Liu, 2015).



Figure 3. Psychological Empowerments (Word Cloud)
Source: Scopus database processed using Bibliometric RStudio (2024)

Figure 3 presents the word cloud analysis created based on the authors' keywords. This analysis reveals the most frequently used keywords in the specialized literature on psychological empowerment, thus providing valuable insights into the dominant themes and their alignment with the research hypotheses. The main keyword was 'psychological empowerment', which is an important topic for measuring and improving employee performance and job satisfaction. Employees who feel empowered tend to show increased responsibility, motivation and engagement in their work, which in turn results in improved performance. In the literature, empowerment is often associated with greater autonomy and expanded decision-making authority at the individual level, which also engenders a deeper sense of engagement.

Sušanj et al. (2019) examined the interactive effects of different sources of justice climate (organizational, supervisory, and coworker justice climate) on team psychological empowerment. The findings from this study suggest that the combination of justice, when viewed collectively, can strengthen the psychological empowerment of the team. This indicates that if at least one source of justice is perceived as fair, then the team can experience high levels of empowerment despite injustice from other sources. In addition, there is a compensation mechanism whereby fairness from one source can offset unfairness from another. This indicates that a mismatch in the justice climate does not necessarily have an adverse impact on the team's psychological empowerment outcomes, which is contrary to the theory of congruence in organizational research. Based on these findings, the theoretical implications for the understanding of congruence in organizational contexts are significant. The findings suggest that, in some cases, incongruence in the justice climate does not always adversely affect expected outcomes.

Meanwhile, research conducted by (Tuuli et al., 2015) discusses individual factors that influence psychological empowerment in the context of project management, specifically in the construction industry in Hong Kong. This study explains the importance of understanding

how individual values, status and relationship quality can influence the experience of psychological empowerment among project management staff. The findings from this study are that there are several individual factors that contribute to psychological empowerment, including personal values that are consistent with the principles of empowerment. There are cultural influences that are considered to play an important role in the way psychological empowerment is applied and accepted in the work environment. The findings suggest that individuals who have values that are not aligned with the principles of empowerment may not fit into an empowering work environment. Finally, the quality of relationships between team members also influenced the level of perceived psychological empowerment, suggesting that positive social interactions can enhance the experience of empowerment.

The concepts of empowerment and psychological empowerment in the cloud world are of particular interest in this study, as organizations reflect a growing awareness of the importance of human factors in achieving organizational success. By understanding how individuals experience and respond to empowerment, organizations can create an empowering environment.



Figure 4. TreeMap in psychological empowerment

Source: Scopus database processed using Bibliometric RStudio (2024)

TreeMap provides a visual representation of the frequency or importance of keywords in the literature relating to psychological empowerment. Interpretation of the TreeMap analysis is based on the size of each box element, which reflects the proportion or weight of each keyword. The keyword "Psychological Empowerment" (19%) occupies the largest box in the TreeMap, reflecting its centrality in the discussion. In the context of psychological empowerment, this term denotes an individual's mental state and perception of their work, which includes elements such as meaning, competence, self-determination and impact. The substantial dimensions of the box demonstrate the importance of this concept in academic research and its direct correlation with job performance and satisfaction in an organizational context. The term "empowerment" is identified in 10% of the literature. This term is closely related to psychological empowerment and also appears as one of the dominant keywords. In an organizational context, empowerment encompasses how employees are given greater autonomy to make decisions, feel valued, and participate in processes that affect their work. While its box size in TreeMap may be slightly smaller than psychological empowerment, it is still important as it plays a significant role in improving motivation and performance. Thematic

mapping is an important step in analyzing research trends with a bibliometric approach. Thematic maps will facilitate a better analysis process.



Figure 5. Publication by Country

Source: Scopus database processed using Bibliometric RStudio (2024)

Figure 5 shows the research capabilities of each country and identifies research gaps across countries. The establishment of academic collaborations between countries plays an important role in the dissemination of knowledge and exchange of scientific information. The collaboration world map allows visualization of the country of origin of research authors through their affiliations. The colors used on the map indicate the strength of the collaboration. Light colors are used to indicate weak relationships, while dark colors are used to indicate strong relationships. The absence of color indicates the absence of collaboration. Figure 3 illustrates the countries with the highest number of publications on the topic of psychological empowerment. India (yellow) leads with 58 documents, followed by the United States (dark blue) with 54 documents, China (red) with 44 documents, Pakistan with 30 documents, Malaysia with 27 documents, South Korea with 23 documents, Australia with 22 documents, the United Kingdom with 20 documents, Saudi Arabia with 12 documents, and Germany with 11 documents.

Based on these data, India has become the center of research on the relationship between psychological empowerment and job satisfaction of educators. The study conducted by Sharma & Kohli (2022) stated that a sense of meaning in work, autonomy, and the ability to influence decisions greatly contributed to the job satisfaction of educators in India. This shows the importance of psychological empowerment in improving the quality of education. These findings confirm that empowering educators, whether in terms of giving them autonomy, involving them in decision-making, or giving them a sense of belonging to their work, is expected to increase their job satisfaction and ultimately improve the quality of education in India. This finding is reinforced by Panda et al. combining goal setting theory with cultural context to understand expatriate performance in India and China. The study revealed that organizational culture plays an important role in providing a sense of empowerment to expatriates, which further encourages them to achieve better performance. Language proficiency is also an important factor to consider, especially in the context of significant cultural differences between the two countries. The results of this study provide valuable insights for multinational companies looking to improve the success of expatriate assignments

in complex markets such as India and China. It can be noted that educational gaps, hierarchical organizational structures, and the demands of globalization have driven a growing interest in psychological empowerment research in India. This research shows that by empowering individuals, we can improve job satisfaction, productivity and quality of life, especially in the complex social and cultural context of India.



Figure 6. Co-occurrences network analysis

Source: Scopus database processed using VOSviewer (2024)

The data presented above illustrates the close interrelationship between various concepts related to psychological empowerment. This visualization presents a keyword map, where the size of each keyword indicates its frequency of occurrence in research on psychological empowerment. The lines connecting the keywords indicate the frequency with which they appear in the literature, thus illustrating the interconnectedness of the topics. The concept of "psychological empowerment" lies at the core of this network, which serves to show that psychological empowerment is a very significant and widely researched topic. From the data, there are 5 note groups that can be interpreted as follows:

1. Red cluster: the main concepts include psychological empowerment, job satisfaction, job performance, leader-member exchange, organizational commitment. This cluster shows a direct relationship between psychological empowerment and individual work outcomes. When employees feel empowered, they tend to be more satisfied with their jobs, have better performance, and are more committed to the organization. A positive relationship with the leader is also an important factor in increasing psychological empowerment (Ardabili, 2020; Malik et al., 2015; Namasivayam et al., 2014; and Ochoa Pacheco et al., 2023).
2. Blue Cluster: The main concepts include ethical leadership, knowledge sharing, and psychological empowerment. This cluster shows that ethical leadership and a culture of knowledge sharing can promote psychological empowerment. When leaders are ethical and encourage knowledge sharing, employees feel more valued, trusted, and have the opportunity to develop themselves (Goswami & Agrawal, 2023; Lu et al., 2019; Wu, 2021; and Yuan et al., 2024).
3. Green Cluster: The main concepts include empowerment and leadership. This cluster shows that Empowerment, leadership, and psychological empowerment are three concepts that are closely interrelated in an organizational context. Therefore, leadership that empowers its employees plays an important role in creating a work environment that

supports employees' psychological empowerment. By understanding the relationship between these three concepts, organizations can develop strategies to improve performance, innovation, and long-term success (Dennerlein & Kirkman, 2023; Havaei et al., 2014; and Simonet et al., 2019).

4. Purple Cluster: The main concepts include transformational leadership, innovation, and task performance. This cluster shows that transformational leadership, psychological empowerment, and team performance are interrelated concepts and influence each other. Transformational leadership can improve team performance through psychological empowerment. Then, psychological empowerment encourages team members to be more productive, creative, and innovative. Therefore, leaders who want to improve their team performance need to focus on building a work culture that supports psychological empowerment (Rao & Kareem Abdul, 2015; and Stanescu et al., 2021)
5. Other Clusters: Other clusters may also have meaning relevant to psychological empowerment. For example, clusters containing concepts such as "psychological safety" and "trust" indicate that psychological safety, trust, and psychological empowerment are three important pillars in building a successful organization. By creating a safe and supportive work environment, organizations can maximize employee potential, improve performance, and achieve long-term business goals (Edmondson & Bransby, 2023; Gill et al., 2019; Joo et al., 2023; and Simonet et al., 2015).

The co-occurrence network shows that psychological empowerment is a central concept that is interrelated with various aspects of individual and organizational performance. Transformational leadership, supportive organizational culture, and empowering job design are key factors that can enhance psychological empowerment. The results of this study have important implications for organizations seeking to improve employee performance and innovation.

CONCLUSION

This research demonstrates that psychological empowerment plays a crucial role in improving employee performance, job satisfaction, motivation, and loyalty, particularly in technology-driven and service-oriented industries. It contributes to creating a supportive work environment that reduces stress and enhances organizational outcomes. The bibliometric analysis of 356 Scopus-indexed articles (2014–2023) indicates that psychological empowerment is a growing and significant topic in organizational research, especially in countries such as India, the United States, and China. The findings confirm that empowerment strengthens employees' sense of autonomy, competence, and work meaning, which in turn supports performance and innovation. From a practical perspective, organizations are encouraged to implement empowerment strategies by providing autonomy, adequate resources, and participative decision-making opportunities. Additionally, fostering a humanistic leadership style and an inclusive organizational culture is essential to maximize the benefits of empowerment. However, this study is limited by its reliance on Scopus data and bibliometric methods, which may not fully capture contextual complexities. Future research is recommended to expand data sources, extend the time span, and apply mixed or empirical approaches to obtain more comprehensive insights.

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