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## Antecedents and Consequences of Psychological Empowerment: A Literature Review

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**Abstract:** This study aims to explore antecedents of psychological empowerment by analyzing the antecedents and consequences. This study employed a literature review approach by searching for references from previous research from Scopus. Several predetermined criteria were applied to create more relevant studies on psychological empowerment. The literature review was conducted through stages based on the criteria used in bibliometrics. The results indicate that the antecedents of psychological empowerment are influenced by several driving factors, such as leader-member exchange, human resource practices (staffing, training, compensation, performance, job design, and participation), transformational leadership, transactional leadership, servant leadership, authentic leadership, empowering leadership, knowledge sharing, perceived supervisory support, perceived organizational support, self-efficacy, emotional intelligence, psychological leadership, high-commitment work system, organizational performance, employee engagement, ethical leadership, and high-performance work system. The consequences of psychological empowerment influence several factors, including strategy commitment, innovative work behavior, creativity, innovation, positive psychological capital, job characteristics, job embeddedness, proactive work behavior, service-oriented organizational citizenship behavior, self-learning, innovative information systems behavior, service quality efficacy, career satisfaction, work engagement, organizational brilliance, work well-being, work intensity, career intention, creative process engagement, and innovative behavior.

**Keywords:** Antecedents, Consequences, Psychological Empowerment

## INTRODUCTION

Spreitzer (1995) defined psychological empowerment as “a motivational construct manifested in four cognitions: meaning, competence, self-determination, and impact.” These four cognitions collectively represent an active rather than passive approach to the work function (Spreitzer, 1995). Further, the meaning refers to the degree to which personal standards or ideals align with job requirements. Competence also known as self-efficacy, is the belief in one’s ability to perform well. Furthermore, self-determination refers to an individual’s sense of choice and autonomy in beginning and arranging actions. Meanwhile, the impact refers to how much an individual influences an organization’s strategic direction and outcomes. Yao et al. (2023) found that psychological empowerment is a self-motivation factor that boosts project managers’ strategic commitment.

Moreover, it has been widely acknowledged that psychological empowerment enhances innovative work behavior. It influences a company’s innovation capacities, highlighting the importance of employee empowerment in promoting company-level innovation (Al Daboub et al., 2023). In addition, research has shown that psychological empowerment entails proactive work behavior, personal control, and an understanding of the workplace (Zimmerman, 1995; Liden et al., 2000). These empowerment processes and structures can enhance the employees’ skills and provide them with the mutual support required in the workplace (Zimmerman & Rappaport, 1988; Kim et al., 2022). It can be defined as a motivational feeling of self-efficacy through identification with organizational practices (Conger & Kanungo, 1988; Liu et al., 2022).

In trickle-down leadership empowerment, especially during the COVID-19 pandemic, psychological empowerment promoted employee growth with persistent behavior, retention, and job satisfaction. Job characteristics can impact the employees’ psychological state, including self-evaluated job satisfaction and behavior (Wang, 2023).

This study aims to explore the antecedents of psychological empowerment through an analysis of the antecedents and consequences to provide alternative knowledge for developing organizational research models.

## METHOD

This study conducted a systematic literature review on psychological empowerment from previous international journals, mainly sourced from Scopus. The scope of the literature review had been limited to only the antecedents and consequences of psychological empowerment. Further, the literature review was conducted through stages based on the criteria used in bibliometrics: initial stage, main stage, and final stage.

Initial stage – Determining the journal criteria, where the journals must have keywords of “psychological empowerment” and “psychological empowerment and hospital”; be Scopus-indexed international scientific journals, which are open-access; be published from 2019 through 2024; cover subjects of business, management, accounting, psychology, medicine, nursing, and health professions. Main stage – Selecting the journals based on the relationship between the research variables and reviewing the selected journals. Final stage – Making conclusions based on the literature review. This study employed the bibliometric approach and VOSviewer 1.6.20 to map additional themes relevant to the antecedents and consequences of psychological empowerment.

## RESULTS AND DISCUSSION

A literature review was conducted. This study found numerous journals discussing the keywords of psychological empowerment variables up to 739 articles. There were 708 journals excluded from the search, and only 31 journals obtained from 7 databases that had met the criteria. The summary can be seen in the following Table 1:





6.	Long et al. (2022)	Perceived supervisor support and perceived organizational support
7.	Raza and Yousufi (2023)	Transformational leadership
8.	Hameli et al. (2023)	Self-efficacy and emotional intelligence
9.	Ahmed et al. (2022)	Dialogical leadership
10.	Li and Lin (2020)	High-commitment work system
11.	Afram et al. (2022)	Organizational performance, employee engagement, empowering leadership, and authentic leadership
12.	Sarwar et al. (2023)	Ethical leadership
13.	Mirza et al. (2023)	High-performance work system

Source: Research data

According to Table 2, the antecedents of psychological empowerment had a positive and significant influence from several driving factors, namely leader-member exchange, human resource practices (staffing, training, compensation, performance, job design participation), transformational leadership, transactional leadership, servant leadership, authentic leadership empowering leadership, knowledge sharing, perceived supervisor support dan perceived organizational support, self-efficacy dan emotional intelligence, dialogical leadership, high-commitment work system, organizational performance, employee engagement, ethical leadership, and high-performance work system.

A study by Al-Daboub et al. (2024) explained that human resource (HR) practitioners intended to enhance their employees’ psychological empowerment levels. This reciprocal relationship could be achieved by providing the employees with assistance, feedback, and space for innovation, increasing their innovative work behavior, and signaling that their ability to develop new ideas for the benefit of their organizations would significantly improve. Thus, organizations with strong innovative capabilities could compete in dynamic marketplaces (Al-Daboub et al., 2024).

### Consequences of Psychological Empowerment

Based on the literature review, there were a number of consequences of psychological empowerment. The summary can be seen in the following Table 3:

**Table 3. Consequences of Psychological Empowerment**

No.	Author	Consequence
1.	Yao et al. (2023)	Strategy commitment
2.	Al-Daboub et al. (2024), Aldabbas et al. (2020), and Alwali (2023)	Innovative work behavior
3.	Gelaidan et al. (2021)	Creativity and innovation
4.	Wang (2023)	Positive psychological capital, job characteristics, job embeddedness, and proactive work behavior
5.	Long et al. (2022)	Service-oriented organizational citizenship behavior
6.	Lee (2020)	Self-learning, innovative information systems behavior, and service quality efficacy
7.	Raza and Yousufi (2023)	Career satisfaction
8.	Hameli et al. (2023)	Work engagement

9.	Ahmed et al. (2022)	Organizational brilliance
10.	Li and Lin (2020)	Work well-being
11.	Tharanganie and Perera (2021), and Sarwar et al. (2023)	Turnover intention, career satisfaction, and organizational citizenship behavior
12.	Mirza et al. (2023)	Creative process engagement
13.	Afram et al. (2022)	Innovative work behavior

Source: Research data

According to Table 3, the consequences of psychological empowerment included strategy commitment, innovative work behavior, creativity, innovation, positive psychological capital, job characteristics, job embeddedness, proactive work behavior, service-oriented organizational citizenship behavior, self-learning, innovative information systems behavior, service quality efficacy, career satisfaction, work engagement, organizational brilliance, work well-being, turnover intention, career satisfaction, creative process engagement, and innovative work behavior.

The employees' psychological empowerment, along with related variables, could serve as a sequential mediator and positively influence the employees' innovative work behavior. This demonstrated that when the employees felt empowered in their roles, they were more likely to engage in innovative work behavior, contributing to the company's ability to adapt and develop in a dynamic and competitive environment (Al-Daboub et al., 2024; Aldabbas et al., 2020; Alwali, 2023). Psychological empowerment improved the service-oriented organizational citizenship behavior by encouraging the employees to engage in voluntary behavior, which improved organizational effectiveness (Long et al., 2022).

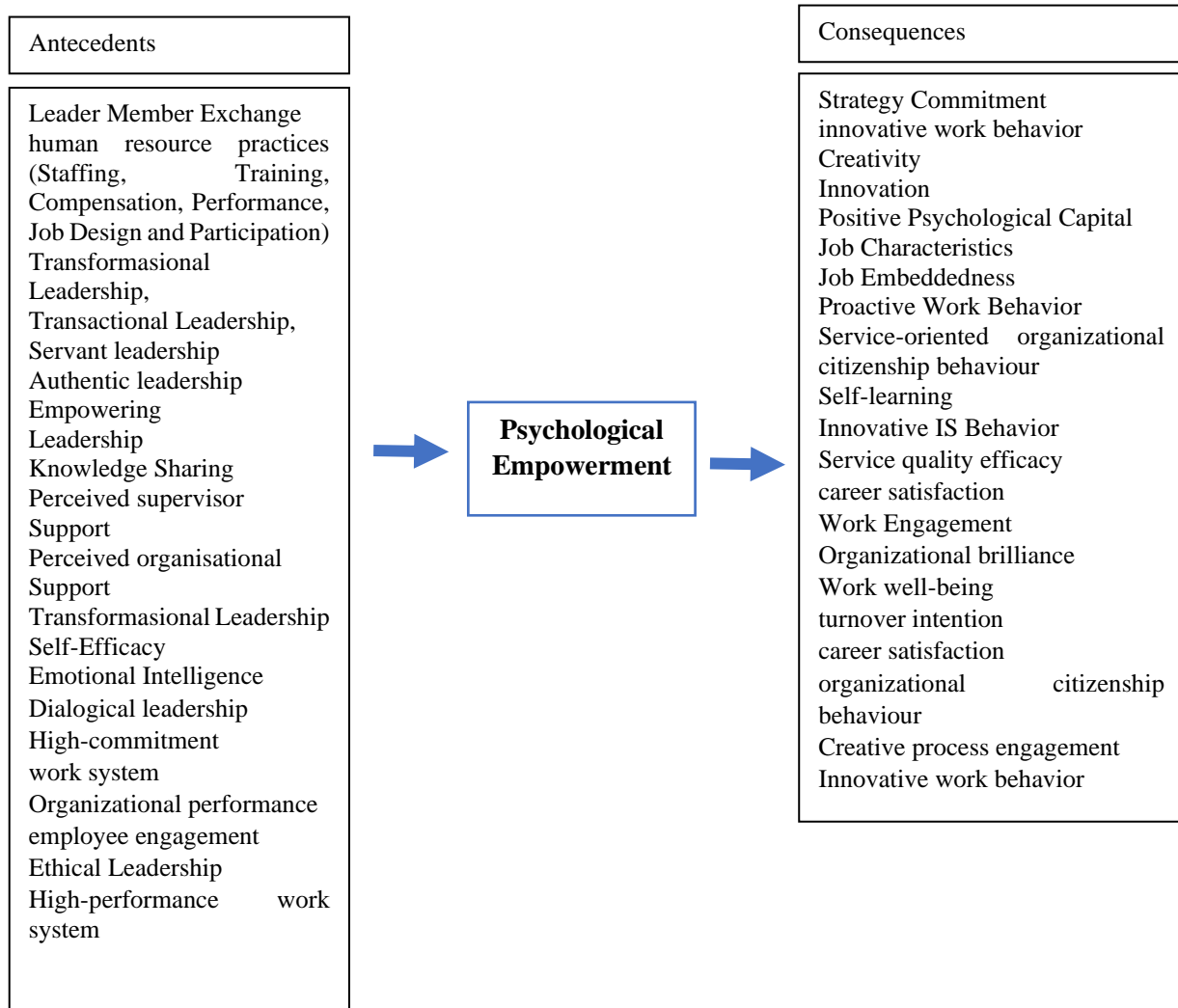
Based on the trickle-down effect of empowering leadership (at the organizational level), this study found that psychological empowerment and positive psychological capital (at the departmental level) eventually influenced the employees' job characteristics, job engagement, and proactive work behavior (at the individual level). In theory and practice, there was an urgency to investigate the mechanisms that linked diverse cross-level mediation processes related to psychological empowerment, positive psychological capital, and work engagement (Wang, 2023).

Besides, this study found that psychological empowerment has a major impact on organizational brilliance (Ahmed et al., 2022). Ahmed et al. (2022) emphasized the importance of effectively assisting and supporting bank managers who brought new ideas that contributed to the bank's development and performance through dialogue as a technique for problem-solving and utilizing the bank managers' psychological resources. Given the positive statistical relationship between the research variables, Ahmed et al. (2022) suggested that bank managers pay more attention to the relationship between psychological empowerment to and organizational brilliance and strive to strengthen it by identifying the best ways and means to attract individuals with high positive psychology when developing plans and mechanisms to maintain it.

Further, previous research examining the relationship between project managers' psychological empowerment and strategic commitment with significant positive results provided new insights into increasing strategic commitment from a psychological perspective, demonstrating that project managers' psychological empowerment was critical for increasing strategic commitment (Yao et al., 2023).

### **Antecedents and Consequences of Psychological Empowerment**

Based on the analysis findings from these relevant journals, the following Figure 3 demonstrates the antecedents and consequences of psychological empowerment:



**Figure 3. Antecedents and Consequences of Psychological Empowerment**

Source: Research Results

## CONCLUSION

In addition to the antecedents and consequences of psychological empowerment, the results of this literature review on journals published between 2019 and 2024 also describe the definitions. Additionally, the results show that individuals and organizations have an impact that contributes to psychological empowerment.

However, the framework for the introduction and impact of psychological empowerment that can be effectively developed in this literature review has the potential to be explored and examined further in the context of various units of analysis, allowing for the development of more research models while taking into account the current changing dynamics of organizations.

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