

SYSTEMATIC LITERATURE REVIEW: EMPOWER LEADERSHIP AND ROLE INTRINSIC MOTIVATION AS A MEDIATION VARIABLE IN IMPROVING EMPLOYEE PERFORMANCE

Yuliza¹, Hendra Musa²

^{1,2}Sekolah Tinggi Ilmu Ekonomi Aprin, Palembang, Indonesia

Correspondent email: ¹yulizamuslimin28@gmail.com

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ABSTRACT

This study aims to determine Empower Leadership and the Role of Intrinsic Motivation as a Mediation Variable in Improving Employee Performance. The method used in this research is a systematic literature review (SLR) of journal articles published in 2015-2021 with PICOC criteria. Based on the results of a literature analysis on 11 selected journals, each variable has a coverage percentage of 90.9% for Empower Leadership, 63.6% for Intrinsic Motivation, and 90.9% for employee performance variables. The Empower Leadership variable has a percentage of 90.9%, namely 10 journals out of 11 selected journals that discuss Empower Leadership. Empower Leadership in some of the literature reviewed was found to be able to influence employee motivation and performance.

ABSTRAK

Penelitian ini bertujuan untuk mengetahui Empower Leadership Dan Peran Intrinsic Motivation Sebagai Variabel Mediasi Dalam Meningkatkan Employee Performance. Metode yang digunakan dalam penelitian ini adalah systematic literature review (SLR) artikel jurnal yang diterbitkan tahun 2015-2021 dengan kriteria PICOC. Berdasarkan hasil analisis literatur pada jurnal terpilih sebanyak 11 jurnal, masing-masing variabel memiliki persentase cakupan sebesar 90,9 % untuk Empower Leadership, 63,6% untuk Motivasi Intrinsik, dan 90,9 % untuk variabel kinerja karyawan. Variabel Empower Leadership mempunyai persentase sebesar 90,9% yaitu 10 jurnal dari 11 jurnal terpilih yang membahas mengenai Empower Leadership. Empower Leadership dalam beberapa literatur yang dikaji ditemukan mampu memberikan pengaruh terhadap motivasi dan kinerja karyawan.

INTRODUCTION

Leadership is a hotspot in management science. The earliest research with the scientific method can be traced back to the theory of leadership features in the early 20th century. Later, further research on leadership theory emerged, including Ohio State University's four-chart theory, the University of Michigan leadership systems model theory, situational leadership theory, path-to-goal theory, the two-factor theory of transformative Leadership, and transactional Leadership (Liu, 2015).

According to the journal (Liu, 2015), companies have experienced a profound technological and business revolution in recent years. This change brings a unified and centralized organizational design, flexibility, customer focus, quality, and profit efficiency. In addition, the nature of work has changed a lot. It becomes more complex and requires more knowledge. Competent Workers form the backbone of a rapidly growing workforce. It is against this background of change that empowered Leadership is born as a different type of leader.

An organization can be said to be successful if the performance of its employees has increased. Therefore, the management of human resources in the world of work requires reliable and competent Leadership. Leadership, categorized as a concept of empowering a leader, is providing direction and support, being friendly, synergizing, and setting an example for his subordinates. Employees who feel empowered by the leader will increase their Motivation at work.

The concept of Empower Leadership was proposed in the 1990s. Manz originally referred to Empower Leadership as "super leadership." (Cox & Sims Jr., 1996). By extending leadership theory and exploring factor analysis. (Pearce et al., 2003), Pierce proposed a four-element theory consisting of transformational Leadership, transactional Leadership, instrumental Leadership, and Empowerment Leadership. Validated it through confirmatory factor analysis using the third sample. Therefore, Empower Leadership can be separated as an independent type of Leadership. In contrast to traditional leadership styles, reinforcing Leadership emphasizes subordinate self-influence processes rather than level management.

According to (Amundsen & Martinsen, 2014), Empower Leadership is a leader's behavior that influences Employee Performance by providing autonomous support (delegating, coordinating, sharing information, initiative, motivating, goal-focused, and self-efficacy support) and supporting development (inspiring) to employees. For this reason, leaders who empower their employees are expected to increase their employees' Intrinsic Motivation so that their employees can work well in achieving organizational goals. Empower Leadership is predicted to affect employee Intrinsic Motivation with psychological Empower Leadership as a mediator. The role of psychology as a mediating variable in this study is predicted to increase Intrinsic Motivation. The condition here refers to the psychological state of individuals that will improve when they get a role as an empowering leader. Psychological Empower Leadership is a construct implemented in four cognitions: meaningfulness, competence, self-determination, and effect (Spreitzer, 1995).

There are several opinions regarding Empower Leadership in increasing employee Intrinsic Motivation. Zhou and Shalley (2003), in (Meng et al., 2015) as agreed that individuals in Empower Leadership need to be competent and independent from the assigned task with Intrinsic Motivation will increase. Furthermore, (Gagné et al., 2003) state that Empower Leadership can be interpreted as a leadership collaboration that encourages members to develop management skills and self-esteem, which has implications for intrinsically motivated members.

Empower Leadership behavior will motivate individuals intrinsically motivated to work on tasks, characterized by finding interest in their work and having a tendency to seek new things and challenges to develop and train their capacities while exploring interests and learning. (Ryan RM & Deci EL, 2002) Research conducted by (Utami & Zakiy, 2020) shows that Empower Leadership has a positive and

significant effect on Intrinsic Motivation. These results indicate that the higher the level of Leadership in food Empower Leadership, the higher the Intrinsic Motivation of employees. The value of the coefficient of determination ($R^2 = 0.427$) indicates that Empower Leadership can explain the variance of Intrinsic Motivation of 42.7%. Although the percentage is relatively small, it proves that Empower Leadership influences intrinsic Motivation. Meanwhile Prayogi & Lesmana (2021) found the influence of leadership in increasing work motivation with an R^2 value of 71% which shows a large influence by leadership on work motivation. Research (MCC Lee et al., 2017) explains that empowering leadership influences employee performance. Leader behavior plays an important role in improving employee performance, even when this is tested in a 1-year interval. Leaders not only influence but also directly interact with their employees through verbal communication and two-way feedback, thereby increasing employee engagement through trust and reciprocity. Empower Leadership also provides its employees with opportunities to learn new things so that employees feel a sense of self-confidence and Motivation.

Referring to the existing gaps and the importance of the role of leadership in organizations, this research aims to determine Empower Leadership and the Role of Intrinsic Motivation as a Mediation Variable in Improving Employee Performance. It is hoped that the results of this research will become material for consideration for business managers and other business actors in efforts to develop employee performance. On the other hand, this research seeks to add to the literature related to empower leadership and employee performance.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Employee Performance

Purnamawati & Yuniarta (2016) defines performance as the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him. If someone provides work results that follow the criteria determined by a company, then the performance that the person has is considered good, and vice versa, means that he is underperforming.

According to Anwar & Budi (2018), there are several elements to measure Employee Performance, such as Quality of employee work including the accuracy and neatness of work, speed of completion of work, timeliness, and skills. Then the quantity of work of employees which means the ability to achieve targets or work results of tasks, such as the ability to plan and the ability to carry out orders or instructions. The next dimension of employee performance is employee attendance which means the activities of employees in routine office activities and other official events. The last is cooperation between employees. This is the ability of employees to cooperate, both vertically and horizontally horizontally.

Intrinsic Motivation

Motivation is an aspect that plays an important role in a person's performance. With Motivation a person's behavior at work will increase. Intrinsic Motivation is the Motivation to achieve maximum results within a person. According to (Ryan RM & Deci EL, 2002), Intrinsic Motivation is the condition of a person who is motivated to work optimally because he feels happy and enthusiastic about working and considers participating in work as the best reward for his work.

The research (Ryan RM & Deci EL, 2002) in (Utami & Zakiy, 2020) used two basic theories of Intrinsic Motivation, namely Cognitive Evaluation Theory (CET) and Self Determination Theory (SDT). Cognitive Evaluation Theory (CET) is a theory of social context factors that result in the variability of Intrinsic Motivation and interpersonal structures, such as appreciation, communication, and feedback (Chae et al. 2017). Self-motivation will be seen from individual behavior to improve self-competence and psychologically be actively involved and contribute optimally in their work. Cognitive Evaluation Theory (CET) is closely related to Self Determination Theory (SDT). The two theories are the basic foundation of

Intrinsic Motivation theory. Self-determination theory (SDT) explains that Intrinsic Motivation is the purest form of autonomous Motivation.

Empower Leadership

Empower Leadership is a leadership style with a process of influencing employees in the form of motivational support, development support, and independence to employees. According to (Amundsen & Martinsen, 2014), Empower Leadership is a leader's behavior that affects employee performance by providing autonomy support and development support to employees. Furthermore, (Amundsen & Martinsen, 2014) identified eight parts of behavior that form the basis of a leader in Empower Leadership, namely: delegating tasks or work, building coordination and sharing information, encouraging employee self-initiative, and providing support to focus on goals, provide support, inspire, set an example, and guide employees.

A leader who carries out the Empower Leadership process effectively in an organizational environment has positive consequences affecting employee attitudes and behavior. Leadership patterns and Empower Leadership tend to be shaped by the organizational context and the important role of management practices that delegate decision-making (autonomy) and leader behavior that aims to empower (De Klerk & Stander, 2014). Empowering leaders will increase the meaning of work by providing employees with some information about the vision, mission, and direction of the organization's goals.

Hypothesized Relationship among Study Variables

Based on the screening that was carried out on the search for database sites using the prism method, 11 articles were obtained that were relevant to the following process in figure1:

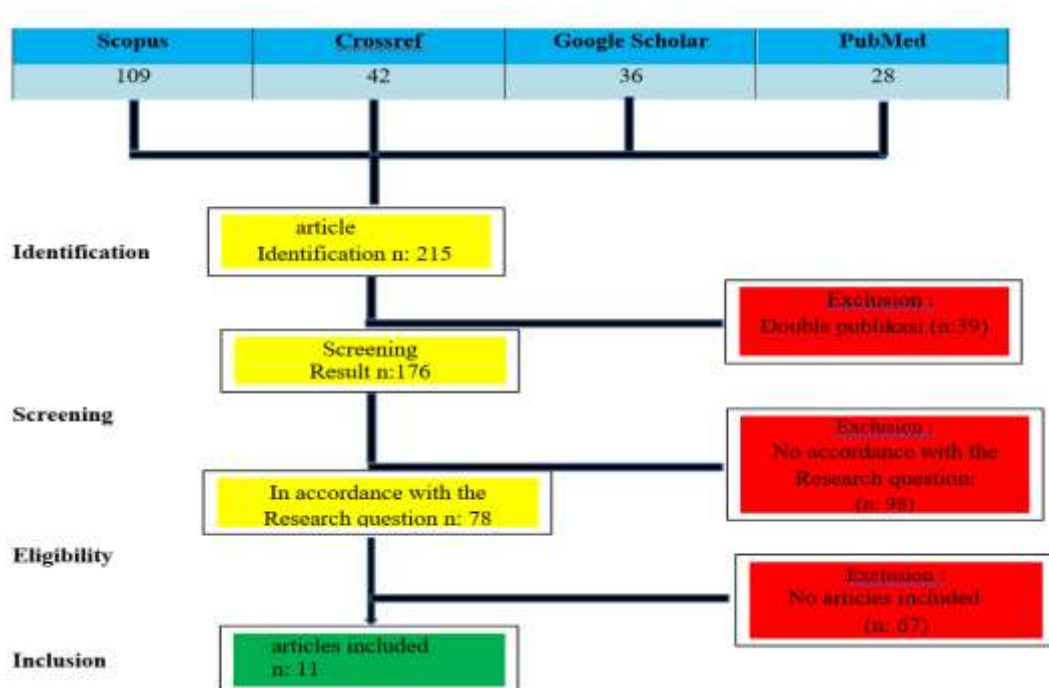


Figure 1. Conceptual Framework

A literature search found that there were 215 articles discussing empower leadership in increasing motivation and performance. The articles include 109 Scopus indexed articles, 42 crossref indexed articles, 36 by Google Scholar and 38 from PubMed. Of all the articles collected, they were then selected with several criteria, namely not being allowed to be double publication and found 39 articles that were double publication, then articles that had nothing to do with the research were found to be 98 articles that were dropped. Furthermore, the criteria used were no article include, so 67 articles were dropped so that 11 articles remained that met the criteria. Research questions based on the needs of the selected topic are as follows.

RQ1. Does Empower Leadership Affect Intrinsic Motivation and Employee Performance in Research 2015-2021?

RQ2. What methods are used to increase Employee Performance?

RESEARCH METHOD

This research is qualitative analysis with Systematic Literature Review. Systematic literature review is the process of identifying, assessing and interpreting all available research evidence with the aim of providing answers to specific research questions (Xiao & Watson, 2019). The data sources are taken from the results of research publications related to topics that are related to Empower Leadership to affect, Intrinsic Motivation, and Employee Performance. Sinta takes the publication results of accredited national journals and international journals.

Research Criteria

Inclusion criteria, namely, the article has the appropriate conditions determined by the researcher as follows: 1) Journal searchable online and indexed by Scopus, Google Scholar, Crossref and PubMed; 2) Journals related to research topics for a maximum of 7 years, namely 2015-2021. The exclusion criteria are: journal already have inclusion criteria, but there are circumstances that must be excluded, namely: a) Double publication, b) Does not match the question study, c) Not result study.

Research Stage

This systematic review research consists of several steps that must be passed according to (Wahono, 2015), namely planning, conducting, and reporting. The explanation researchers explain as follows:

First, planning. At this stage begins by formulating the questions. The questions used for research that want to be reviewed are based on PICOC. The term PICOC is an abbreviation of the terms below this: a) Population (P) is the target group from the investigation or search for research articles. The population in this study is the employee; b) Intervention (I) is a detailed aspect of the investigation or issue of interest to the researcher; c) Comparison (C) is an aspect of the investigation that compares interventions carried out from the results study; d) Outcomes (O) in the form of effects and results of interventions that have been written and published. There are results: 1) *Empower Leadership, Intrinsic Motivation, and Employee Performance*; 2) (C) in the form of the setting and environment of the investigation in the area of work.

Second, conducting. The conducting stage is the stage of implementing systematic review research by carrying out the following steps following: a) Determination of keywords from a literature search using the keywords *Empower Leadership, Intrinsic Motivation, and Employee Performance*; b) Determination of literature search sources (digital library) which is managed with literature software Mendeley; c) The selection of literature according to the research topic is assisted by the inclusion and exclusion criteria of the study; d) Assessment of the quality of the literature (quality assessment) with recommendations based on the parameters of the questions that can be asked (Wahono, 2015); e) Implementation of data extraction (data extraction) by grouping the results of the articles found; and f) Follow up on data

extraction by synthesizing the selected literature (synthesis of evidence) in a narrative and quantitative manner.

Third, reporting. The reporting stage is the stage of writing the results of the systematic review research, which is compiled in written form.

RESULTS AND DISCUSSIONS

Based on the results of the stages of the systematic review method (Wahono, 2015), the three stages of selection, namely planning, conducting, and reporting. In the first stage, the researcher conducted a digital search through the Publish or Perish application and conducted a selection process based on the title, which produced 215 references that are considered relevant to the searched variable. Whether or not the variables are relevant based on their suitability with the research objectives, they are then combined into one, and then screening is done to determine whether the titles in the journals are the same or not. Next, an evaluation of the abstract and brief content of the articles found and chosen.

During the evaluation, 39 articles were found that were included in duplicates and 52 articles that were not relevant to the inclusion criteria. Articles that did not meet the inclusion criteria were excluded leaving 124 relevant articles for quality assessment. From the 124 articles, the researchers filtered again by applying the PICOC criteria and leaving 11 articles which show that these articles constitute 9 percent of the 124 articles, or it can be said that only 5 percent of the total 215 articles found in online database searches. The 11 articles have synthesized data after screening based on inclusion criteria and detailed screening of abstracts or texts complete.

Table 1. Selected Articles in PubMed, Crossref and Scopus

No	Author	Title	Year	Index
1	Ellis et al.	Authentic Leadership to Support Nurses: Educate, Empower, Elevate, and Enjoy.	2021	PubMed
2	Novita et al.	Work Motivation as an Intermediary Variable in the Relationship between Principal Transformational Leadership, School Climate, and Teacher Professionalism	2022	Crossref
3	Springer	Motivation and Leadership—Why We Do What We Do	2023	Crossref
4	Park & Kim	The Influence of Leadership Life Skills and Achievement Motivation on Self-leadership in Nursing Students	2017	Crossref
5	Gruzina et al.	Development of Youth Motivation for Leadership and Participation in R&D Activities	2019	Crossref
6	Yusuf	The Influence of Leadership and Performance On The Motivation Of Participants Education And Training	2017	Crossref
7	Nasiruddin et al.	21st Century Coach Leadership Style towards Football Players' Motivation in Malaysian Sports Schools	2021	Crossref
8	Vural	Examination of The Relationship Between Visionary Leadership and Teachers Motivation According To Various Variables	2022	Crossref
9	Bown	Culturally Situated Leadership in the Ecuadorian Andes	2017	Scopus
10	Sullivan	Engaging Physicians in Leadership: Motivations, Challenges, and Identity-Based Considerations	2022	Scopus
11	Pula	The impact of leadership on employees' motivation - case study public utilities companies in Kosovo	2020	Scopus

The literature cited in this review is the publication of articles published from 2015 to 2021. The type of quantitative research from the selected research uses a survey method through Likert scale answer questionnaires, while qualitative research uses a list of interview guide questions to collect data.

DISCUSSIONS

Based on the results of literature analysis in 11 selected journals, each variable has a coverage percentage of 90.9% for Empower Leadership, 63.6% for Intrinsic Motivation, and 90.9% for the Employee Performance variable. The percentage of the Empower Leadership variable is 90.9%, namely 10 journals from 11 selected journals that discuss Empower Leadership. Empower Leadership is a leadership style with a process of influencing employees in the form of motivational support, development support, and independence to employees. According to (Utami & Zakiy, 2020), Empower Leadership is a leader's behavior that affects employee performance by providing autonomy support and development support to employees. Furthermore, Amundsen and Martinsen in (Utami & Zakiy, 2020) identify eight parts of behavior that form the basis of a leader in Empower Leadership, namely: delegating tasks or work, building coordination and sharing information, encouraging employee self-initiative, providing support for focus on objectives, provide support, inspire, set an example, and guide employees.

Several studies on Empower Leadership related to Intrinsic Motivation include (Utami & Zakiy, 2020); Motivation is an aspect that plays an important role in one's performance. With Motivation, a person's behavior at work will increase. Intrinsic Motivation is the Motivation to achieve maximum results within a person. According to (Ryan RM & Deci EL, 2002), Intrinsic Motivation is the condition of a person who is motivated to work optimally because he feels happy and enthusiastic in working and considers participating in work as the best reward for his work. In Intrinsic Motivation, 63.6% are 7 journals from 11 selected journals that discuss Intrinsic Motivation. According to (K. Lee & songs, 2021) *Intrinsic Motivation* refers to self-motivation through the sense of challenge, excitement, and achievement experienced while doing the work itself rather than the external rewards given to organizational members as a result of doing their work. *Intrinsic Motivation* is a psychological state that is intrinsically motivated regardless of external rewards, and it is a concept that contains the desire to act with one's own abilities and decisions. Alone.

Research conducted by Rellyanti (2015) has two important things that can be used as a reference both for practitioners in an organization as well as for researchers. In this study, Empowering Leadership which is hypothesized to have a positive effect on employees, is not empirically proven, so for future research, this will be an interesting study. For practitioners, this research can be a reference or at least a consideration for a decision related to the role of Empowering Leadership and Intrinsic Motivation in increasing employee degrees which leads to competitive advantage in the creativity and innovation of the company/organization. Shows that capacity.

Widyaputra & Dewi (2017) states that Intrinsic Motivation has a positive and significant effect on job satisfaction. This means that if the Intrinsic Motivation given to employees is good, such as providing opportunities for employees to try to achieve results, recognition, work itself, responsibilities, and development, then employee job satisfaction with the company will be higher. Providing Intrinsic Motivation to employees, especially in providing opportunities to achieve work performance so as to encourage employee morale at work. Companies should also give trust to employees so as to encourage employees to complete work on time. Thus employees are expected to be able to survive and be loyal to the company. Companies should also provide a variety of tasks to Employees to encourage employees to develop more.

Employee Performance variable, the percentage is 90.9%, namely 10 journals from 11 selected journals that discuss Employee Performance. According to (Widyaputra & Dewi, 2017), Factors that can influence. Employee Performance behavior include Intrinsic Motivation. Murty and Hudiwinarsih

(Widyaputra & Dewi, 2017) state that a motivated employee will be energetic and enthusiastic, and conversely, an employee with low Motivation will often display discomfort and displeasure with his work which results in poor performance and goals. The company will not achieve this.

This is in line with research (Ahluwalia & Puji, 2021) that Empower Leadership also has a positive effect on Employee Performance during the current pandemic. Employees are given job autonomy which allows them to complete work in their own way for more effective results. Characteristics of Empower Leadership often involve employees in goal setting. This can make employees feel involved and increase work commitment which has an impact on increasing performance.

Research conducted by (Lee & Song, 2021) explains that Empower Leadership has a significant influence on Intrinsic Motivation and job crafting. Second, it was found that empowering Leadership had no significant effect on job performance. Third, Intrinsic Motivation was found to have a significant effect on craft work but did not seem to have a significant effect on job performance. The results of this study suggest that Intrinsic Motivation and job crafting should be strengthened through Leadership that empowers leaders in order to improve the work performance of organization.

Based on these explanations, it can be seen that Employee Performance is influenced by Empower Leadership and Intrinsic Motivation. The better the Empowering Leadership, the better the Intrinsic Motivation. Through Empowering Leadership, it will provide confidence that Motivation will increase when the leader empowers the potential of employees, is given the authority to creativity, and make decisions. A person feels his work gives meaning, so he cares about his work. With a good performance appraisal system, it will spur healthy competition within the company and make a real contribution which will lead to an increase in the compensation received.

CONCLUSIONS

Empowering Leadership and Intrinsic Motivation can increase Employee Performance. Empowering Leadership is a behavior in which power is shared with subordinates to increase employee Intrinsic Motivation: leading by example, making participatory decisions, training, informing, and showing concern. When Intrinsic Motivation increases, employees will be encouraged to do a good job so that it will improve their performance. Empowering Leadership is a process of sharing power and allocating autonomy and responsibility to followers, teams, or collectives through a series of leader behaviors, especially for employees to increase internal Motivation and achieve success work.

Empowering Leadership is a leadership style that targets followers to develop self-control, i.e., employees are encouraged to participate in decision-making and directed to innovate on their own. When individuals feel that they are trusted, participate in decision-making, and get support and encouragement, they will feel more active in working to achieve performance so that employees are achieved. Performance

Various factors that can affect Employee Performance can theoretically be used as a reference for Improve *Employee Performance* in the world of work. This is because an organization can be successful if its employees' performance has increased.

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