

Research Horizon

ISSN: 2808-0696 (p), 2807-9531 (e)

Research Horizon

Volume: 04

Issue: 06

Year: 2024

Page: 345-356

The Role of Empowering Leadership in Facing the Era of the Digital Industrial Revolution: Literature Review

Dandri Widyo^{1*}, Muhammad Galih Indrajaya¹, Intan Ratnawati¹

¹ Universitas Diponegoro, Semarang, Indonesia

* Corresponding author: Dandri Widyo (widyodandri@gmail.com)

Abstract

This research aims to explore the role of empowering leadership in facing the era of digital revolution/industry 4.0. The problem raised is the low performance of employees in several organizations caused by a lack of autonomy, trust, and support from leaders in the era of the digital revolution. The dynamic increase in the application of Industry 4.0 technology makes the orientation of organizations towards dehumanization result in a lot of employee concerns on technology which can lead to a loss of view of the centrality of human resources, because organization requires employees who are adaptive in the influence of employee motivation and work engagement. To overcome this, this study examines how empowering leadership can increase the behavior of extra employee roles which leads to improved performance in the era of the industrial revolution. The method used in this study is literature review. Research findings show that empowering leadership significantly improves employee performance. Employees who are given more autonomy and support by leaders can show proactive behavior that ultimately increases productivity and quality of work. The contribution of this study is to provide empirical evidence that leadership empowerment can be an effective strategy in improving employee performance in organizations. These findings are relevant for leaders who want to create a more collaborative and productive work environment in the era of the digital/Industry 4.0 revolution.

Keywords

Digital Revolution, Empowering Leadership, Industry 4.0 Technology, Employee Performance

1. Introduction

Digital transformation requires organizational change that requires a critical leadership role to guide and drive the organization from a state of unclear organizational structure and complexity of digital skills (Fernandez-Vidal et al., 2022). In this case, leadership style is one of the key factors that can affect the effectiveness of human resources management practices (Hai & Park, 2024). One of the approaches that attracts attention in improving employee performance is through the application of an empowering leadership style, namely empowering leadership. In research Haleem et al. (2024) explained that the key to effective leadership in the digital age is not only about directing, but also about influencing, empowering, and guiding employees so that they can thrive and adapt in a constantly changing environment. Hai & Park (2024) It also emphasized that leadership based on visionary thinking, flat hierarchies, empowered employees, digital skills, and the promotion of teamwork and collaboration are said to be successful in digital transformation.

According to Kim & Beehr (2020) Empowering leaders behave in a way that fosters motivation and efficacy among followers, as well as increasing their engagement in the work process, followers may feel more confident and have positive experiences and emotions about their work. This is also said by Lorinkova & Perry (2017) that empowering leadership fosters a positive exchange environment with employees through equal distribution of power and communication and trust in employees. In turn, the state of motivation and psychology of employee empowerment as the extent to which employees feel they are trusted by leaders to independently do meaningful work for the organization. When empowering leaders give employees authority and autonomy, they feel more confident and in control of their work. This creates a work environment where employees feel motivated to put their work seriously. According to social exchange theory, the persuasion and commitment given by an organization as done by leaders who empower its employees, signals to employees that the organization intends to foster a long-term exchange relationship with them (Hai & Park, 2024). In research Quyen (2020) Social exchange theory suggests that leaders first establish exchange relationships with their subordinates by providing benefits, which are reciprocated by subordinates by engaging in reciprocal behavior. In return, employees will feel obliged to be earnest and show beneficial work behavior for the Company, which in turn will improve employee performance.

Empowering leadership has outputs that have an impact on employees. In social exchange theory, it is shown that the support and empowerment of leaders increases the mutual relationship between employees and the organization (Desta & Mulie, 2024). In this case, empowering leadership can cause a sense of Organizational Citizenship Behaviour (OCB) in employees. Empowering leadership helps create a conducive and trust-based work environment (Lorinkova & Perry, 2017). When employees feel trusted by their leaders, they feel more valued and motivated to contribute more, including behaving altruistically and proactively which is a characteristic of OCB. In research Kim & Beehr (2020), leaders who empower behave in a way that fosters motivation and efficacy among followers, which they feel compelled to "repay" the kindness through actions that support the organization, such as helping colleagues, taking the initiative in tasks, or doing other positive things that are not formally required. So that in turn when employees have OCB behavior, employee performance will increase. In addition, according to Cheong et al. (2019) Empowering leadership also has proximal results for employees such as psychological empowerment, self-efficacy, intrinsic motivation, and creativity and distal results such as individual performance and team performance.

Empowering leadership is one of the effective keys to facing the industrial revolution 4.0 (Hai & Park, 2024; Haleem et al., 2024). This study aims to explore how the role of empowering leadership in facing the industrial revolution 4.0. This study requires a literature review to explore the results. The purpose of this review is to dig deeper into the role of empowering leadership in facing the industrial revolution 4.0 from the last 10 years. Specifically, this research leads to the following questions:

RQ1: What is the role of empowering leadership in employee performance

RQ2: How does empowering leadership contribute in facing the industrial revolution 4.0

2. Literature Review

Industry 4.0 is the fourth industrial revolution that brings major changes in manufacturing and industry through the integration of the latest digital technology. In this transformation, the Internet of Things (IoT) has an important role to play by enabling seamless communication between machines, devices, and systems. This network connectivity supports real-time data collection and exchange, which strengthens the ability to monitor and control processes remotely, improve efficiency, and reduce downtime (Segarwati et al., 2022; Zhang et al., 2023). The production process can significantly increase productivity because of the transformation of analog manufacturing systems in Industry 4.0. Although there is no widely accepted definition of Industry 4.0, the industry concentrates on the creation of a smart factory where all systems and equipment are constantly connected and communicating (Fekrisari & Kantola, 2024). The approach contained in the era of the Industrial Revolution 4.0 that prioritizes quality and performance goals by utilizing the synergy between systems, people and new technologies to improve intelligence, automation, and connectivity (Zonnenshain & Kenett, 2020). The era of the Industry 4.0 revolution integrates conventional quality management methods with modern technology with the Generation of Industry 4.0, such as machine learning and IoT. Radziwill (2020) describes quality 4.0 as an approach in Industry 4.0 that focuses on performance and quality through the interaction between individuals, automation, intelligence, new technologies, and systems. Alternatively, Quality 4.0 can also be seen as the use of digital tools to strengthen the value chain (Dias et al., 2021).

Performance is the effort made by individuals in completing tasks in an organization. This performance reflects the behavior and attitude of employees who are seen as a condition or level of achievement in carrying out their duties. Thus, performance can be interpreted as an individual's behavior in completing each of his job responsibilities. Employee performance is a state in which employees carry out their duties in achieving targets in the organization or company, then activities related to such work when compared to the work given (Imam & Javed, 2019). Work performance can be observed from the acquisition of things related to the use of quality as well as the value of each worker. Several things that are the focus for workers in the work environment are compensation, co-workers, benefits, superiors, subordinates, growth and other things that can encourage positive or negative reactions to the work environment.

According to Juyumaya (2022), empowerment is the process of increasing self-efficacy in an organization. This concept is based on the idea that by giving employees motivation, opportunity, and strength to complete their tasks, in the creation of more satisfied and effective employees, can be held accountable for their actions (Albrecht & Andreetta, 2015; Gao & Jiang, 2019; Helland et al., 2020). When employees get empowerment from their leaders, employees can adjust work activities according to their understanding and knowledge (Audenaert et al., 2020).

It can be shown through the behavior of leaders who give responsibility, support initiatives, share power, and give autonomy to their followers is empowering leadership. This is done to increase employee confidence in achieving better performance, create meaning in work, expand participation in decision-making, and provide autonomy from administrative limitations (Amundsen & Martinsen, 2014; Arnold et al., 2016; Juyumaya, 2022). Empowering leadership is one of the effective strategies for leaders that constructively shapes employee attitudes and behaviors in the organization, including increasing employee engagement and achieving other positive work outcomes (Mulyana et al., 2022). According to Ahmed et al. (2022), empowering leaders tend to share power with their followers, giving them the authority to make decisions. Empowering leadership is defined as "a process by which a leader instills autonomy, power, motivation, and job privileges in his followers" (Qian et al., 2018; Fachrunnisa et al., 2019).

Employee empowerment is a diverse and complex concept, which includes recognition of employees' capacity, knowledge, and aspirations to play a role in the organization (Ali et al., 2018; Badjie, G et al., 2019). Kanter (1998) explained that empowerment means giving employees access to information, support, resources, and opportunities to grow, so that they can perform their duties optimally. In addition, empowerment is also related to the granting of autonomy and trust, where employees are given the authority to make decisions within the framework of the organization. It mainly focuses on developing motivation, participation in decision-making, and reducing boundaries between employees and top management (Hanaysha, J. 2016). Empowerment aims to improve performance by encouraging active employee participation, giving them greater control over daily tasks, and removing boundaries between employees and management. This involves providing relevant information, training, and motivating incentives or rewards. Empowerment is divided into two main types, namely structural empowerment and psychological empowerment. Structural empowerment is concerned with organizational structures, policies, and practices that allow employees to participate in the decision-making process and have access to the necessary resources. Through empowerment, employees feel more empowered, motivated, and have a sense of ownership towards the organization's goals (Yusoff et al., 2016; Suprapti & Suparmi, 2022).

Social Exchange Theory states that all social relationships are rooted in the concept of exchange. In this theory, it is explained that individuals strive to maximize the profits obtained and reduce costs when they interact with others. Social Exchange Theory (SET) is often applied in the study of organizations to understand practices or behaviors that focus on the exchange of benefits between actors (Blau, 2017; Laksmi & Perdhana, 2024). Through the interaction between these actors, they can exchange various resources and rewards, both tangible and intangible (Basthiani & Pangestuti, 2024). The process of interaction and exchange takes place based on certain rules and norms, and in some cases also involves an element of trust (Hidayat et al., 2024). In achieving these objectives, the SET framework categorizes exchanges into two different categories: reciprocal exchanges and negotiated exchanges (Friska et al., 2023). In the modern context, the concept of social exchange suggests that self-interest can increase benefits by minimizing costs, where reciprocity becomes an important role in the exchange process (Molm et al., 2000; Cook et al., 2013; Cropanzano et al., 2017). Exchange relationships will grow and develop to build trust, loyalty, and commitment based on mutual interests if both parties abide by unwritten rules. In the online context, social exchange is seen as a major factor that can improve customer experience and potentially increase sales for companies (Wu et al., 2014). Organizational commitment can be measured from a strong belief in the organization's goals and values as well as a willingness to make more efforts for the benefit of the organization (Mowday et al., 1979; Wahid & Sarfiah, 2021).

3. Methods

In this study, Systematic Literature Review (SLR) was used. Systematic Literature Review is a method to identify, assess and understand all research related to questions, topic areas, and phenomena of interest to researchers (Kitchenham, 2004). This method aims to analyse the gaps that occur in research which can then be used as research suggestions for the future. In the SLR method, researchers conducting systematic reviews must make every effort to identify and report research that does not support their chosen research hypothesis, as well as identify and report research that supports it. The search for relevant research uses keywords that aim to expand and expand the search more closely with this research. The keywords used to search for relevant research are "empowering leadership on performance", "leadership industry 4.0", "employee empowerment industry 4.0, and employee empowerment digital transformation". In selecting literature for the purpose of article reviews, the following criteria are applied to ensure specificity and relevance. First, the chosen scientific articles must be published in international journals indexed by Scopus, ranging from Q1 to Q4. Second, the sources used in this study are limited to scientific articles to ensure the quality and credibility of the information. Third, the selected articles must have been published within the last 10 years to maintain the relevance of the data and information with the latest developments in the respective research field.

An article search using keywords found 128 articles in the Scopus database. The results of the screening by criteria became 107 articles. Then the results of further filtering to match the relevant topic became 56 articles. Of the 52 articles that can be accessed, 24 articles are available.

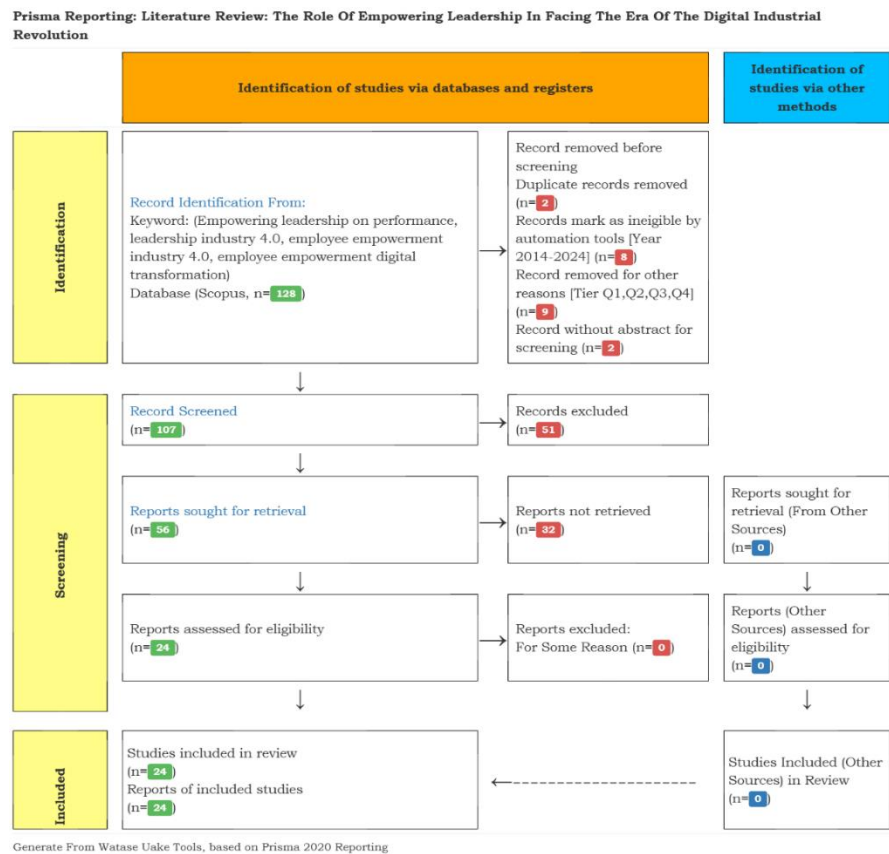


Figure 1. Prism Analysis Report

This study employs PRISMA (Preferred Reporting Items for Systematic Review and Meta-Analyses) as a framework for the Systematic Literature Review (SLR) methodology, utilizing the Watase Uake website application as a tool for SLR screening. The PRISMA methodology involves a systematic flow, beginning with study identification, where the total number of articles searched through various databases is recorded. The process continues with duplicate elimination, which removes duplicate articles, followed by screening that filters articles based on relevant titles and abstracts. Next, full-text retrieval is conducted, reporting on accessible and inaccessible articles. Finally, study inclusion is performed, documenting the total number of articles that meet the eligibility criteria.

4. Results

The number of publications of relevant scientific articles filtered using keywords is 128 with the oldest year coming from 1991 while the latest is 2024. Based on figure 2 there are 38 articles from 2024, 26 articles from 2023, 23 articles from 2022, 7 articles from 2021, 8 articles from 2020, 4 articles from 2019, 5 articles from 2018, 6 articles from 2017, 2 articles from 2016, 2 articles from 2015, 3 articles from 2014, 4 articles from 2013, 2 articles from 2011, and 1 article from 2006 and 1991. The articles were then filtered based on the criteria found as many as 101, articles relevant to the topic of study were found 24 articles that passed the screening on the website.

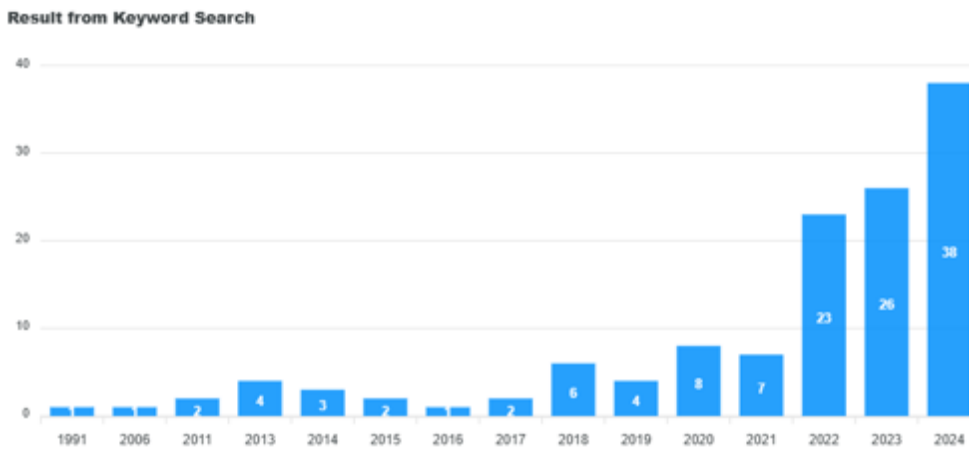


Figure 2. Keyword Result Graph

Table 1. Research Findings

| Researchers | Year | Research Findings |
|----------------------|------|---|
| Hai & Park | 2024 | How can promote hotel employees' performances? Relative importance of high-performance HR practices and the moderating role of empowering leadership |
| Dennerlein & Kirkman | 2023 | The Forgotten Side of Empowering Others: How Lower Social Structural Empowerment Attenuates the Effects of Empowering Leadership on Employee Psychological Empowerment and Performance |
| Desta & Mulie | 2024 | The effect of empowering leadership practices on employee's performance with the mediating role of work engagement: the case of ethio-telecom |
| Ali et al, | 2018 | Empowering leadership and employee performance: A mediating role of thriving at work |
| Pazetto et al, | 2024 | Empowering leadership for contextual performance: serial mediation of organizational support and commitment |
| Faulks et al. | 2021 | Impact of empowering leadership, innovative work, and organizational learning readiness on sustainable economic performance: an empirical study of companies in Russia during the COVID-19 pandemic |
| Pett et al. | 2024 | Does empowering leadership affect SMEs' sustainability performance through knowledge transfer? |
| Abuelhassan et al. | 2024 | When can empowering leadership foster intrinsic motivation and proactive performance in the tourism and hospitality industry? A moderated mediation model |
| Xu & Zhang | 2022 | The Study of the Impact of Empowering Leadership on Adaptive Performance of Faculties Based on Chain Mediating |
| Wang et al. | 2024 | The Process of Visionary Leadership Increases Innovative Performance among IT Industry 4.0 for SMEs for Organizational Sustainability: Testing the Moderated Mediation Model |
| Zhen & Ding | 2024 | Empowering employees for digital transformation in manufacturing enterprises: A case study |
| Bamel et al. | 2022 | Managing the dark side of digitalization in the future of work: A fuzzy TISM approach |

Table 1 presents an overview of recent research findings on empowering leadership and its impact on various aspects of employee and organizational performance. Hai & Park (2024) explored how high-performance HR practices, coupled with empowering leadership, can enhance hotel employees' performance. Similarly, Dennerlein & Kirkman (2023) examined the role of lower social structural empowerment, finding it weakens the positive effects of empowering leadership on employee psychological empowerment and performance. Desta & Mulie (2024) analyzed the mediating role of work engagement in the relationship between empowering leadership and employee performance in Ethio-Telecom. Ali et al. (2018) emphasized the significance of thriving at work as a mediator in this dynamic. Pazetto et al. (2024) investigated the serial mediation of organizational support and commitment in contextual performance linked to empowering leadership.

Research by Faulks et al. (2021) explored how empowering leadership, innovative work practices, and organizational learning readiness influence sustainable economic performance, particularly during the COVID-19 pandemic in Russia. Pett et al. (2024) studied how knowledge transfer mediates the effect of empowering leadership on SMEs' sustainability performance. Abuelhassan et al. (2024) offered insights into how empowering leadership fosters intrinsic motivation and proactive performance in the tourism and hospitality sector, using a moderated mediation model.

Xu & Zhang (2022) delved into adaptive performance among faculties, revealing a chain mediating effect of empowering leadership. Wang et al. (2024) demonstrated that visionary leadership enhances innovative performance in SMEs within the IT industry for organizational sustainability, mediated and moderated by specific factors. Further, Zhen & Ding (2024) discussed the role of empowering leadership in digital transformation within manufacturing enterprises. Lastly, Bamel et al. (2022) highlighted the challenges of digitalization in the workplace, using a fuzzy TISM approach to address its "dark side." Together, these studies underline the multi-dimensional impact of empowering leadership across industries and organizational contexts.

The findings of each researcher show that empowering leadership plays an important role as a reinforcing factor in improving employee performance, especially in in-role performance, through its influence on High-Performance HR Practices (HPPHRP). By providing autonomy and trust, empowering leaders can increase employees' psychological empowerment and intrinsic motivation, ultimately encouraging them to perform better in their duties. This is especially relevant in the environment of Small and Medium Enterprises (SMEs), where empowering leadership creates a collaborative, innovative work environment and supports the implementation of environmentally friendly practices to achieve sustainable performance. In other sectors, such as education, this leadership has also proven to be effective in improving adaptive abilities, especially when the relationship between leaders and employees is supported by strong psychological support. Furthermore, employee empowerment plays a significant role in improving employability skills, especially in the context of Industry 4.0 which requires adaptation to rapid technological changes. By providing autonomy opportunities, opportunities to grow, and adequate training, these enablement's support digital transformation in manufacturing companies, reduce fear of change, and encourage innovation. As a result, employees can adapt to digitalization in the workplace more effectively and contribute more optimally to the success of the organization.

5. Conclusion

Empowering leadership has an impact on improving employee performance by providing autonomy, support, and trust to employees. When employees feel supported and given the freedom to take initiative, they become more motivated and exhibit proactive behaviors that ultimately have a positive impact on their productivity as well as the quality of their work. Empowering leadership can encourage employees to take extra actions that support the organization, thereby improving overall employee performance. Empowering leadership has an important role in facing the challenges of the industry 4.0 era, empowering leadership contributes that plays a role by helping organizations balance the application of advanced technology and maintain the centrality of human roles. This leadership allows employees to better adapt to technological changes and reduce anxiety related to dehumanization in the workplace. By providing autonomy and opportunities for digital skill development, empowering leadership ensures that employees are not only ready for digitalization but also able to innovate, which in turn supports the sustainability of the organization in the era of digital transformation.

References

- Abuelhassan, A. E., Alharbi, S. S., Khreis, S. H. A., & Alharbi, M. M. (2024). When can empowering leadership foster intrinsic motivation and proactive performance in the tourism and hospitality industry? A moderated mediation model. *International Journal of Hospitality Management*, *122*, 103860.
- Ahmed, T., Chaojun, Y., Hongjuan, Y., & Mahmood, S. (2022). The impact of empowering leadership on job performance of higher education institutions employees: mediating role of goal clarity and self-efficacy. *Psychology Research and Behavior Management*, *677-694*.
- Albrecht, S. L., & Andreetta, M. (2011). The influence of empowering leadership, empowerment and engagement on affective commitment and turnover intentions in community health service workers: Test of a model. *Leadership in health services*, *24(3)*, 228-237.
- Ali, M., Lei, S. H. E. N., Jie, Z. S., & Rahman, M. A. (2018). Empowering leadership and employee performance: A mediating role of thriving at work. *International Journal of Asian Business and Information Management (IJABIM)*, *9(2)*, 1-14.
- Amundsen, S., & Martinsen, Ø. L. (2014). Empowering leadership: Construct clarification, conceptualization, and validation of a new scale. *The Leadership Quarterly*, *25(3)*, 487-511.
- Arnold, J. A., Arad, S., Rhoades, J. A., & Drasgow, F. (2016). The empowering leadership questionnaire: the construction and validation of a new scale for measuring leader behaviors. *Journal of Organizational Behavior*, *21(3)*, 249-269.
- Badjie, G., Thoyib, A., Hadiwidjojo, D., & Rofiq, A. (2019). Introducing new employee empowerment approach: A systematic literature review. *Humanities & Social Sciences Reviews*, *7(5)*, 696-706.
- Bamel, U., Kumar, S., Lim, W. M., Bamel, N., & Meyer, N. (2022). Managing the dark side of digitalization in the future of work: A fuzzy TISM approach. *Journal of Innovation and Knowledge*, *7(4)*, 100275.
- Basthiani, I. A., & Pangestuti, I. R. D. (2024). The Role Green Economy in Sustainable Development as Long-Term Environmental and Economic Stability: A Literature. *Research Horizon*, *4(4)*, 187-196.
- Blau, P. (2017). *Exchange and power in social life*. New York: Routledge.
- Cheong, M., Yammarino, F. J., Dionne, S. D., Spain, S. M., & Tsai, C. Y. (2019). A review of the effectiveness of empowering leadership. *Leadership Quarterly*, *30(1)*, 34-58.
- Cook, K. S., Cheshire, C., Rice, E. R., & Nakagawa, S. (2013). Social exchange theory. *Handbook of social psychology*, 61-88.
- Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social exchange theory: A critical review with theoretical remedies. *Academy of management annals*, *11(1)*, 479-516.
- Dennerlein, T., & Kirkman, B. L. (2023). The forgotten side of empowering others: How lower social structural empowerment attenuates the effects of empowering leadership on employee psychological empowerment and performance. *Journal of Applied Psychology*.
- Desta, A. G., & Mulie, H. (2024). The effect of empowering leadership practices on employees performance with the mediating role of work engagement: the case of ethio-telecom. *Cogent Business and Management*, *11(1)*.
- Dias, A. M., Carvalho, A. M., & Sampaio, P. (2022). Quality 4.0: literature review analysis, definition and impacts of the digital transformation process on quality. *International Journal of Quality & Reliability Management*, *39(6)*, 1312-1335.
- Faulks, B., Song, Y., Waiganjo, M., Obrenovic, B., & Godinic, D. (2021). Impact of empowering leadership, innovative work, and organizational learning readiness on sustainable economic performance: an empirical study of companies in russia during the COVID-19 pandemic. *Sustainability (Switzerland)*, *13(22)*.
- Fekrisari, M., & Kantola, J. (2024). Integrating industry 4.0 in manufacturing: overcoming challenges and optimizing processes (case studies). *The TQM Journal*, *36(9)*, 347-370.
- Fernandez-Vidal, J., Perotti, F. A., Gonzalez, R., & Gasco, J. (2022). Managing digital transformation: The view from the top. *Journal of Business Research*, *152*, 29-41.
- Friska, R., Pramono, A. J., Susanto, H., Akbar, B., & Suwarno, S. (2023). Empirical Study of The Effect of Career Development on Auditor Performance in Public Sector in Indonesia. *Research Horizon*, *3(3)*, 133-150.
- Gao, A., & Jiang, J. (2019). Perceived empowering leadership, harmonious passion, and employee voice: the moderating role of job autonomy. *Frontiers in psychology*, *10*, 1484.

- Hai, S., & Park, I. J. (2024). How can promote hotel employees' performances? Relative importance of high-performance HR practices and the moderating role of empowering leadership. *International Journal of Hospitality Management*, 119, 103706.
- Haleem, A., Javaid, M., & Singh, R. P. (2024). Perspective of leadership 4.0 in the era of fourth industrial revolution: A comprehensive view. *Journal of Industrial Safety*, 1(1), 100006.
- Hanaysha, J. (2016). Examining the effects of employee empowerment, teamwork, and employee training on organizational commitment. *Procedia-Social and Behavioral Sciences*, 229, 298-306.
- Helland, E., Christensen, M., & Innstrand, S. T. (2020). The relationship between empowering leadership, work characteristics, and work engagement among academics: A SEM mediation analysis. *Scandinavian Journal of Work and Organizational Psychology*, 5(1), 1-13.
- Hidayat, T., Nashirah, A. F., & Pangestuti, I. R. D. (2024). Analyzing the Consumer Behavior and Implications of Sustainable Consumption Among Generation Z. *Research Horizon*, 4(4), 161-176.
- Imam, S., & Javed, T. (2019). Job security, organizational support and employee performance: mediating role of employee satisfaction in medical sector of Pakistan. *International Journal Academic Research Business and Social Sciences*, 9(3), 1250-1268.
- Juyumaya, J. (2022). How psychological empowerment impacts task performance: The mediation role of work engagement and moderating role of age. *Frontiers in Psychology*, 13, 889936.
- Kanter, R. M. (1998). Power failure in management circuits. In *Healthcare Forum Journal* (Vol. 41, No. 2, pp. 44-46). Healthcare Forum.
- Kim, M., & Beehr, T. A. (2020). Empowering leadership: leading people to be present through affective organizational commitment?. *The International Journal of Human Resource Management*, 31(16), 2017-2044.
- Kitchenham, B. (2004). Procedures for performing systematic reviews. *Keele, UK, Keele University*, 33(2004), 1-26.
- Laksmita, V. A., & Perdhana, M. S. (2024). The Role of Leadership Style in Shaping Employee Performance. *Research Horizon*, 4(4), 177-186.
- Lorinkova, N. M., & Perry, S. J. (2017). When Is Empowerment Effective? The Role of Leader-Leader Exchange in Empowering Leadership, Cynicism, and Time Theft. *Journal of Management*, 43(5), 1631-1654.
- Molm, L. D., Takahashi, N., & Peterson, G. (2000). Risk and trust in social exchange: An experimental test of a classical proposition. *American journal of sociology*, 105(5), 1396-1427.
- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of vocational behavior*, 14(2), 224-247.
- Mulyana, M., Din, M., Mustamin, M., Amir, A. M., Karim, F., & Betty, B. (2022). Local government own-source revenue and general allocation funds on capital expenditure: Economic growth as moderating variable. *Arthatama*, 6(1), 44-54.
- Pazetto, C. F., Luiz, T. T., & Beuren, I. M. (2024). Empowering leadership for contextual performance: serial mediation of organizational support and commitment. *International Journal of Productivity and Performance Management*, 73(4), 1005-1026.
- Pett, T., Haddad, G., & Nagpal, G. (2024). Does empowering leadership affect SMEs' sustainability performance through knowledge transfer?. *European Management Journal*.
- Qian, J., Li, X., Wang, B., Song, B., Zhang, W., Chen, M., & Qu, Y. (2018). A role theory perspective on how and when goal-focused leadership influences employee voice behavior. *Frontiers in Psychology*, 9(3), 1244.
- Quyen, T. H. (2020). The relationship between green procurement practices and organizational performance in the manufacturing industry of Vietnam. *Arthatama*, 4(1), 1-16.
- Radziwill, N. (2020). *Connected, Intelligent, Automated*. California: Quality Press.
- Segarwati, Y., Nurhayati, N., Nurkania, T., Yuniarti, Y., & Jamaludin, M. (2022). Implementation of supply chain management using the ERP system at XYZ Company Indonesia. *Research Horizon*, 2(6), 561-567.
- Singh, S., Sharma, K. K., Mittal, A., & Chand, P. K. (2022). Effect of motivating language on employee performance: mediating role of organisational citizenship behaviour and

- employee engagement in the healthcare sector. *Global Knowledge, Memory and Communication*.
- Suprpti, S., & Suparmi, S. (2022). Improving marketing performance through business agility and market orientation in micro, small, and medium enterprises in Semarang City. *Arthatama*, 6(1), 26-43.
- Wahid, R. M., & Sarfiah, S. N. (2021). Analysis of Factors Affecting the Poverty Gap Index in Aceh Province 2017-2019. *Research Horizon*, 1(6), 217-228.
- Wang, L., Jin, X., & Yoo, J. J. (2024). The Process of Visionary Leadership Increases Innovative Performance among IT Industry 4.0 for SMEs for Organizational Sustainability: Testing the Moderated Mediation Model. *Sustainability (Switzerland)*, 16(19).
- Wu, L., Chuang, C. H., & Hsu, C. H. (2014). Information sharing and collaborative behaviors in enabling supply chain performance: A social exchange perspective. *International Journal of Production Economics*, 148, 122-132.
- Xu, Y., & Zhang, M. (2022). The study of the impact of empowering leadership on adaptive performance of faculties based on chain mediating. *Frontiers in Psychology*, 13, 938951.
- Yusoff, R. B. M., Imran, A., Qureshi, M. I., & Kazi, A. G. (2016). Investigating the relationship of employee empowerment and sustainable manufacturing performance. *International Review of Management and Marketing*, 6(4), 284-290.
- Zhang, C., Wang, Z., Zhou, G., Chang, F., Ma, D., Jing, Y., ... & Zhao, D. (2023). Towards new-generation human-centric smart manufacturing in Industry 5.0: A systematic review. *Advanced Engineering Informatics*, 57, 102121.
- Zhen, M., & Ding, W. (2024). Empowering employees for digital transformation in manufacturing enterprises: A case study. *South African Journal of Business Management*, 55(1), 4207.
- Zonnenshain, A., & Kenett, R. S. (2020). Quality 4.0—the challenging future of quality engineering. *Quality Engineering*, 32(4), 614-626.



Copyright: © 2024 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution-ShareAlike 4.0 International License (<https://creativecommons.org/licenses/by-sa/4.0/>).