EMPOWERING LEADERSHIP ILLUMINATED: A META-ANALYTICAL EXPLORATION OF ITS CORRELATION WITH ORGANIZATIONAL COMMITMENT (2011-2021)

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Abstract

In a decade-spanning meta-analysis, this study explores the intricate relationship between Empowering Leadership (EML) and Organizational Commitment (OC). Synthesizing 12 primary studies, our findings reveal a significant positive correlation ($r = 0.35$, $p < 0.05$). Employing the random-effects model ensures methodological rigor, yielding minimal heterogeneity ($I2 = 0.00\%$) and no discernible publication bias. The ensuing discussion underscores the transformative influence of empowering leadership on commitment, advocating for its strategic assimilation into organizational frameworks. Future recommendations endorse targeted leadership development initiatives, while this study sets the stage for ongoing scholarly dialogue.

Keywords: *Empowering Leadership, Organizational Commitment, Meta-Analysis*

INTRODUCTION

In the intricate tapestry of organizational dynamics, leadership emerges as the masterful weaver, crafting the narrative that defines an institution. Amidst the diverse array of leadership styles, one that has recently garnered significant attention is the concept of "Empowering Leadership." This isn't just a managerial trend; it symbolizes a unique approach marked by trust, autonomy, and the strategic art of delegation. As our organizational landscape undergoes constant evolution, understanding the intricate threads that bind empowering leadership to individual commitment within an organization becomes not just important, but imperative.

Embarking on this academic exploration is not a conventional endeavor; it is an odyssey through a decade, from 2011 to 2021, utilizing the powerful lens of meta-analysis. Our goal? To unravel the complex relationship between empowering leadership (EML) and organizational commitment (OC), see Figure 1. This undertaking involves a meticulous synthesis of data drawn from the vast repositories of Mendeley, Scopus, and Google Scholar. This meta-analytical journey goes beyond isolated studies, seeking overarching patterns, correlations, and revelations that transcend the boundaries of individual research. Far more than an academic pursuit, this meta-analysis serves as a guiding light, illuminating the transformative potential of EML in cultivating steadfast OC.

Figure 1 - Relationship between Empowering Leadership and Orgnizational Commitment

LITERATURE REVIEW

Navigating the Landscape through PRISMA- Embarking on a meticulous exploration into the dynamic interplay between Empowering Leadership (EML) and Organizational Commitment (OC), our study adhered to the rigorous methodological benchmarks delineated by the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework. Our systematic search, conducted across Mendeley, Scopus, and Google Scholar, cast a wide net, capturing 109 potential primary studies within the purview of our investigation. The subsequent winnowing process, guided by stringent inclusion criteria, resulted in a refined selection of 12 primary studies that form the bedrock of our meta-analysis.

Figure 2 - PRISMA flow diagram for Meta-analysis
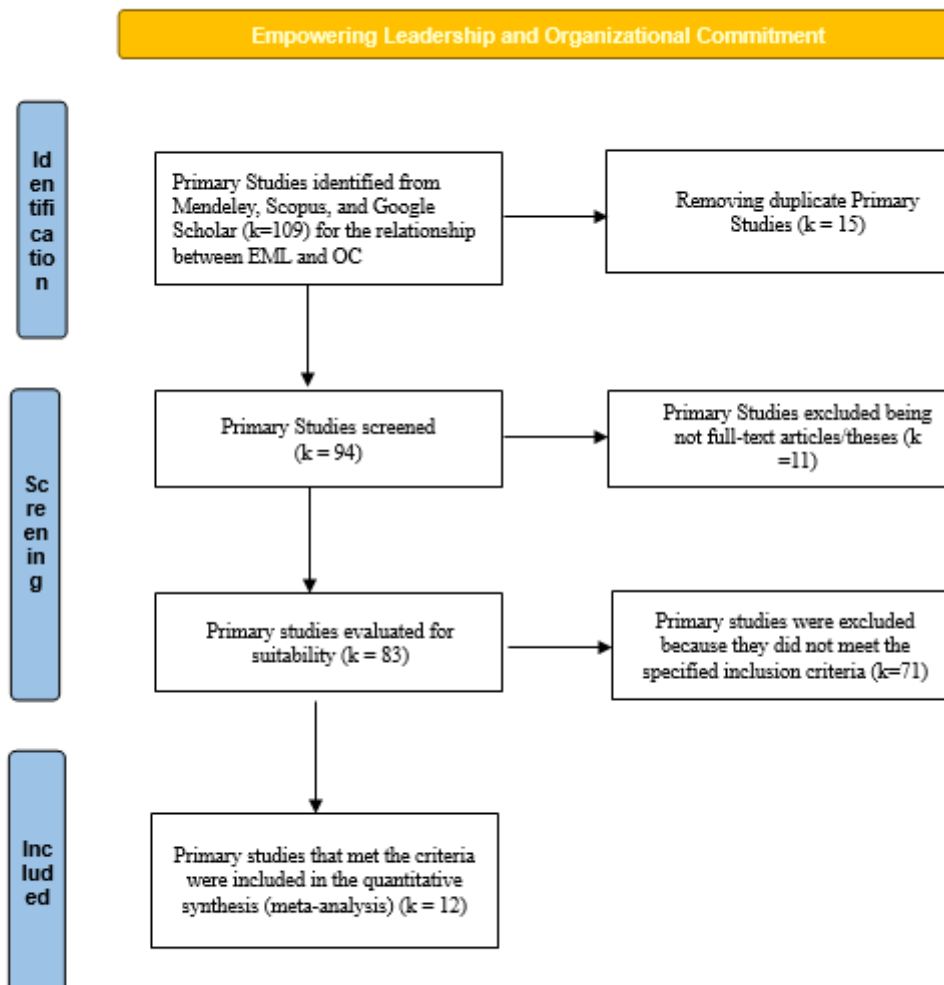
Note: k = Number of Studies,

This process ensured that each study not only contributed empirical insights into the EML-OC nexus but also met the linguistic criterion by being available in the English language. Further refinement during this stage was driven by the prerequisite for studies to furnish correlation values and include information on the number of

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participants. Illustrated in Figure 2, our PRISMA Flow Diagram serves as a visual narrative, capturing the sequential phases of identification, screening, and final selection of primary studies. The information extracted from these 12 qualified primary studies is meticulously presented in Table 1, providing a comprehensive overview of the nuanced relationship between EML and OC. This table serves as a valuable resource for readers seeking to delve into the specifics of the studies that contribute to the foundation of our meta-analysis.

Table 1 – Input data extracted from the primary studies incorporated into the meta-analysis

S. No.	IV	DV	Reference of Primary Study	Participants in the Study	Country	Published	n	r	Scale Used for IV	α of IV	Scale Used for DV	α of DV
1.	EML	OC	Liu et al., (2021)	Teachers	China	Yes	557	0.53	Zhao and Zhao, (2012)	0.74	Ling et al., (2001)	0.78
2.	EML	OC	Bharadwaja & Tripathi, (2020)	Employees	India	Yes	431	0.40	Arnold et al., (2000)	0.90	Cook & Wall, (1980)	0.84
3.	EML	OC	Ki Baek Jung et al., (2020)	Employees	South Korea	Yes	275	0.35	Arnold et al., (2000)	0.97	Herscovitch & Meyer, (2002)	0.88
4.	EML	OC	Jiang, Wang, & Li, (2019)	Employees	China	Yes	374	0.04	Ahearne et al., (2005)	0.96	Allen & Meyer, (1990)	0.94
5.	EML	OC	Minseo Kim, (2018)	Employees	USA	Yes	294	0.60	Amundsen & Martinsen, (2014b)	0.96	Allen & Meyer, (1990)	0.92
6.	EML	OC	Sanket Sunand Dash, (2018)	Teachers	India	Yes	624	0.45	Ahearne et al., (2005)	0.88*	Meyer et al., (1993)	0.83*
7.	EML	OC	Park & Seo, (2016)	Employees	South Korea	Yes	153	0.43	Not found	0.93	Not found	0.86
8.	EML	OC	Ou et al., (2014)	Employees	China	Yes	645	0.04	Ahearne et al., (2005)	0.88	Meyer et al., (1993)	0.91
9.	EML	OC	Raub & Robert, (2012)	Employees	11 Counties	Yes	640	0.47	Arnold et al., (2000)	0.96	Mowday et al., (1979)	0.91
10.	EML	OC	Albrecht & Andreetta, (2011)	Employees	Australia	Yes	158	0.30	Pearce & Sims, (2002)	0.89	Allen & Meyer, (1990)	0.95
11.	EML	OC	Chen et al., (2011)	Employees	USA	Yes	136	0.20	Kirkman & Rosen, (1999)	0.89	Allen & Meyer, (1990)	0.76
12.	EML	OC	Chen et al., (2011)	Employees	USA	Yes	386	0.30	Kirkman & Rosen, (1999)	0.89	Allen & Meyer, (1990)	0.81

Note. IV = Independent Variable; DV = Dependent Variable; EML = Empowering Leadership; OC = Organization Commitment; n = Sample Size; r = Correlation; α = value of Cronbach's alpha; α* = Mean Cronbach's Alpha from Other Primary Studies.

METHOD

In conducting our meta-analysis, we methodologically applied the random-effects model, recognized for its efficacy in addressing inherent heterogeneity within the synthesized studies. This model aptly accommodates

divergent methodological approaches and participant characteristics, ensuring a comprehensive examination of the empowering leadership and organizational commitment nexus. By accounting for both within-study and between-study variances, our approach aimed at furnishing a nuanced and reliable estimation of this pivotal relationship, contributing to the depth of understanding in organizational behavior research.

FINDINGS

Before the analysis date, we conducted a thorough examination for outliers using the Galbraith plot, as illustrated in Figure 3. The analysis, based on a total of 4,673 individual participants across the 12 studies, provides a comprehensive understanding of the relationship between EML and OC.
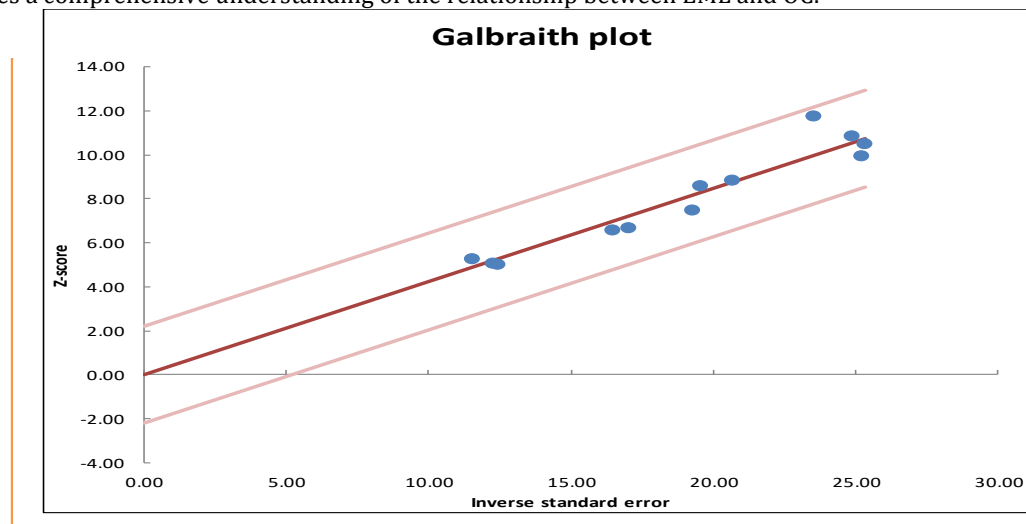

Figure 3 - Galbraith plot in studies related to Empowering Leadership and Organizational Commitment, (k=12)

Further, as shown in Table 2, we observed a significant positive correlation (r = 0.35, p < 0.05) between EML and OC. The value of corrected positive correlation (ρ_{+C}) is 0.4 after removal of sampling and measurement errors, with a confidence interval of 0.38 to 0.42, signifies a moderate, positive impact. The predicted interval (PI) for this correlation ranges from 0.38 to 0.42, providing a robust estimate. The test of heterogeneity (Q = 5.10, p = 0.926) indicates minimal variability among studies, with an I^2 of 0.00%, suggesting consistency.

Table 2 - Meta-Analysis Results

Variable	k	N	r	ρ_+	ρ_{+C}	$CI_L L$	$CI_U L$	$PI_L L$	$PI_U L$	Q	P_Q	I^2	P_{ERT}	P_{BMT}	$TFM\rho_{+C}$	IS_{TFM}
EML→OC	12	4,673	0.35	0.35	0.4	0.38	0.42	0.38	0.42	5.10	0.926	0.00%	0.64	0.681	0.42	0

Both the Egger regression test (P_{ERT}) and Begg and Mazumdar test (P_{BMT}) p-values (0.64 and 0.681, respectively) suggest no evidence of publication bias. The Trim and Fill method ($TFM\rho_{+C}$) yielded 0 imputed studies (IS_{TFM} = 0), reinforcing the robustness of our findings see figure 4.
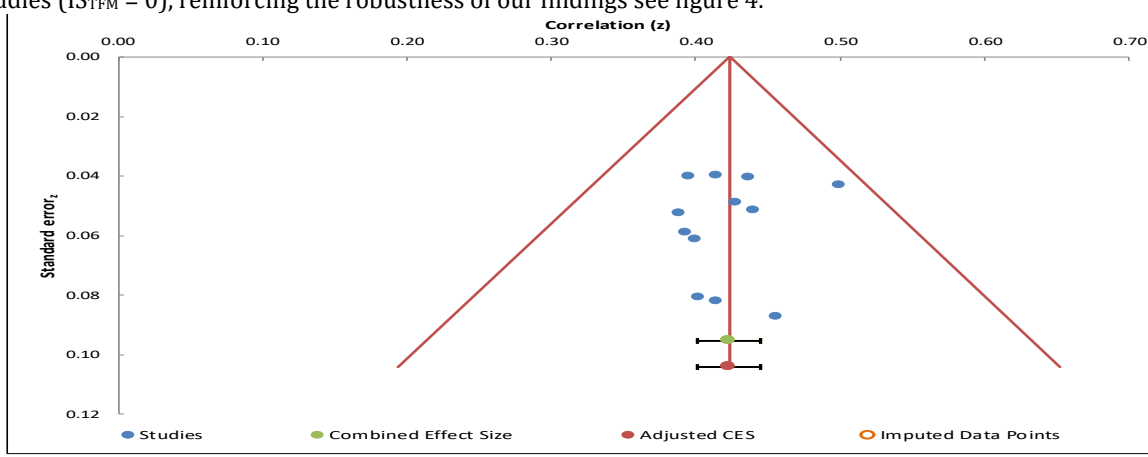
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Figure 4 - Funnel plot in studies related to EML and OC, (k=12), (IS=0)

DISCUSSION

The comprehensive meta-analysis undertaken to explore the dynamics between EML and OC has yielded a noteworthy result—a significant and positive correlation, underscored by a robust coefficient value of 0.4. This discovery aligns seamlessly with the prevailing scholarship, reinforcing the pivotal influence of empowering leadership styles on shaping and elevating employee commitment within organizational contexts.

This affirmative relationship posits profound implications for organizational leadership. It underscores the imperative for leaders to embrace and embody empowering leadership behaviors—delegation of authority, provision of autonomy, and unwavering support. These facets collectively contribute to fostering a more committed and engaged workforce, emphasizing the transformative potential of empowering leadership in organizational dynamics.

Furthermore, this study accentuates that empowering leadership practices transcend mere rhetoric; they are intrinsically tied to tangible outcomes. Employees perceiving their leaders as empowering exhibit heightened job satisfaction and a profound sense of fulfillment in their professional roles. This underscores the instrumental role of empowering leadership in cultivating a positive and conducive work milieu.

FUTURE RECOMMENDATIONS

In light of these discernments, organizational leadership is encouraged to invest strategically in leadership development initiatives. These programs should center on imparting the skills requisite for effective empowerment, positioning leaders as enablers of their teams. Such strategic investments can play a pivotal role in nurturing a positive organizational culture conducive to sustained commitment.

Furthermore, avenues for future research beckon, particularly in the exploration of the enduring impacts of EML on OC. Longitudinal inquiries stand poised to furnish invaluable insights into the longevity and resilience of the positive relationship unearthed in this meta-analysis.

CONCLUSION

In summation, this meta-analysis affirms a compelling connection between EML and OC. The implications resonate deeply, urging organizations to integrate empowering leadership principles into their operational fabric. As organizations strive to curate environments fostering commitment and employee satisfaction, the assimilation of these findings into leadership paradigms emerges as not just advantageous but imperative. This study, thus, serves as a catalyst for ongoing scholarly discourse and sets the stage for nuanced explorations into the intricate interplay between empowering leadership and organizational outcomes.

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