

## The Effectiveness of Empowering Leadership on Organizational Commitment in The Police Institution: A Systematic Literature Review



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**ABSTRACT:** Multiple environmental pressures are exerting pressure on the police institution, and police officers must work hard to tailor their services to the needs of the community. This study was a systematic literature review aiming to investigate the impact of empowering leadership on organizational commitment in the police institution using Vos Viewer application. A total of ten journals published between 2018 and 2023 was reviewed thoroughly. The findings confirm that the empowering leadership has an effect on the organizational commitment. Leaders practicing the empowering leadership increased employee compatibility with the organization, resulting in increased organizational commitment. The empowering leadership also improved person-organization fit with meaningful organizational goals, demonstrated trust in subordinates, and promoted participatory decision making. This leadership was strongly linked to the police institution's organizational effectiveness. The leaders' delegation of authority to the subordinates provided not only autonomy, variety, and opportunities for development, but also compelled individuals, particularly those working in law enforcement agencies, to carry out their job responsibilities. To ensure that the police officers perform their duties to the best of their abilities, top management must take appropriate steps.

**KEYWORDS:** empowering leadership, organizational commitment, systematic literature review

### I. INTRODUCTION

Skolnick (1993) summarized police responsibilities in one sentence: "he (the police) may be expected to be rule enforcer, father, friend, social servant, moralist, street fighter, marksman, and officer of the law." According to Soerjono Soekanto, police play a role not only in law enforcement, but also in maintaining peace (Sekartadji, 2017)). Today's police force faces numerous environmental challenges, and they must strive to adapt their services to the community needs.

To meet the current challenges, the police officers must demonstrate organizational commitment. Organizational commitment is defined by Porter et al. (1974) as a condition of commitment owned by an employee in the organization, where they are aligned with the organization's values and goals. Employees who have a high organizational commitment are devoted to the organization and have a strong sense of organizational identification (Lambert et al., 2020).

In relation to the organizational commitment, previous researches found that the empowering leadership has an effect on organizational commitment. The empowering leadership refers to the process of delegating power and autonomy to followers, teams, or the entire organization through a specific set of leadership behaviors for the employees in order to increase internal motivation and achieve job success (Kirkman & Rosen, 1999). It entails involving the employees in decision making, delegating tasks, expressing faith in their abilities, and making work more meaningful (Ahearne et al., 2005). It emphasizes the autonomy, participation, and development of the followers through self-directed drives, and leaders who are willing to share power and support their followers. As a result of the empowering leadership, the followers will have positive psychological reactions and attitudes (Kim & Beehr, 2020).

In addition, Dash and Vohra (2019) discovered that teachers' affective organizational commitment was influenced by the empowering leadership. Furthermore, Mustriwati et al. (2021) demonstrated that the organizational commitment among Czech nurses was influenced by leadership. For these reasons, the researchers intend to conduct a thorough investigation into the impact of empowering leadership on organizational commitment in the police institution.

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## II. LITERATURE REVIEW

### Empowering Leadership

The process of sharing power, and allocating autonomy and responsibility to followers, teams, or collectively through a specific set of leadership behaviors for employees to increase internal motivation and achieve job success is referred to as empowering leadership (Kirkman & Rosen, 1999). Leaders with this leadership style act in ways that increase the motivation and efficacy of their followers, as well as their involvement in the work process. The followers may feel more confident, and have positive work experiences and emotions. Affective commitment is primarily shaped by the work experiences, such as interactions with supervisors and work groups (Meyer & Allen, 1997). Modeling, mentoring, and coaching are examples of the leaders' behaviors in promoting employee development. These provide opportunities for the followers to improve their work-related learning, mastery skills, abilities, and experiences, thereby increasing personal efficacy or perceived personal competence (Rousseau, 1998). Dimensions of empowering leadership, according to Ahearne et al. (2005), include increasing the meaning of work, encouraging participation in decision making, expressing confidence in high performance, and providing autonomy from bureaucratic constraints. The two primary dimensions of empowering leadership, according to Amundsen dan Martinsen (2015), are autonomy support and development support. The subordinates value themselves and their abilities when their leaders empower them (Shahab et al., 2018).

### Organizational Commitment

Organizational commitment, as defined by Porter et al. (1974), is a condition of commitment owned by an employee in the organization that is consistent with the organization's values and goals. It is significant because it has an impact on employee involvement and retention (Allen & Meyer, 1996). Meyer and Allen (1991) further mentioned that there are three organizational commitment dimensions, including affective commitment, normative commitment, and continuance commitment. Affective commitment is the ownership of emotional attachment to employees, as well as identification with and participation in a specific organization. Employees who have a strong affective commitment are more likely to want to stay with the company. Normative commitment, on the other hand, refers to a person's belief in organizational responsibility. Someone will continue to work for the organization out of a sense of obligation to remain loyal to it. Besides, the continuance commitment is an individual commitment based on considerations of what will be lost if a member of the organization leaves. In this case, the individual decides to stay with the organization because their needs are met. Each employee can have a unique experience with the organizational commitment dimensions (Meyer & Allen, 1991). An employee may have a strong desire, a need to stay in the organization, or a low level of obligation. Other employees may be motivated by a strong obligation, a moderate need, or a lack of desire. In other words, the three dimensions of organizational commitment interact to influence behavior, and a researcher attempting to better understand employee relations with the organization should consider all three dimensions at the same time (Meyer & Allen, 1997).

## III. METHODS

The Vos Viewer application was used to conduct a systematic literature review for this study to synthesize previous researches. The following are the steps in a systematic literature review proposed by Petticrew and Roberts (2006): 1) identifying research questions that must be answered; 2) determining the research type; 3) conducting a comprehensive literature review; 4) filtering the search results; 5) critically evaluating the studies; 6) synthesizing the studies and assessing heterogeneity among research findings; and 7) disseminating the review results. These steps provided comprehension, theory development, presentation of facts from the literature, and discovery of solutions to the research questions (Sahay & Kaur, 2021). The inclusion criteria for this study were research articles published between 2018 and 2023 in Indonesian and English that discussed empowering leadership toward organizational commitment in the police institution. In the literature search, the following keywords were used: empowering leadership, organizational commitment, and police. The journal searches were carried out using Google Scholar and Scopus. The data was analyzed by analyzing abstracts and selected articles to gain a thorough understanding of the journals.

**Table 1. Criteria for Research Inclusion**

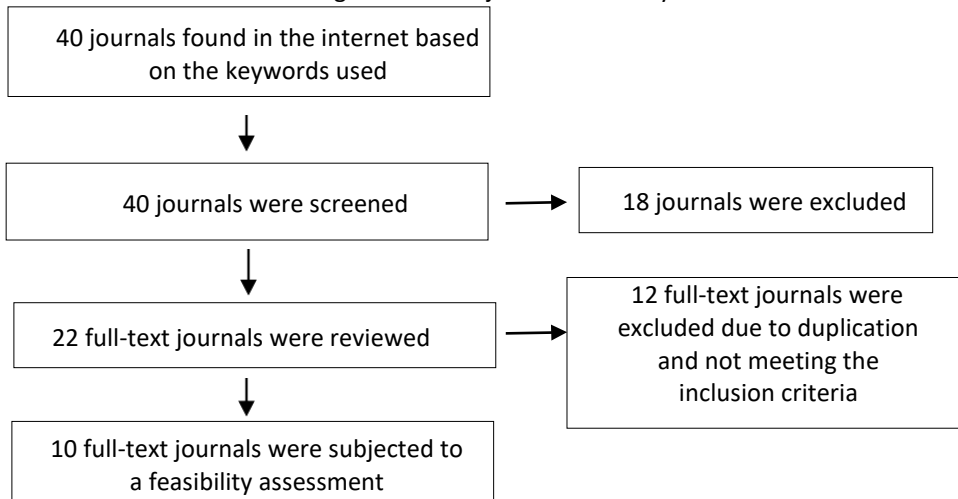
Criteria	Inclusion
Time Range	Published in 2018 – 2023
Language	English and Indonesian
Content Theme	Empowering leadership on organizational commitment

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<b>Subject</b>	Police Institution
<b>Type of Journal</b>	Reputable international (scopus-indexed) journals and SINTA journals

## Method for Journal Search

There were 40 relevant journals found using keywords like “empowering leadership”, “organizational commitment”, and “police agency” in Google Scholar and Scopus search results. Following screening, 18 journals were eliminated due to a lack of full-text articles. The final 22 full-text journals were reviewed. There were 12 full-text journals removed because they were duplicated or did not meet the inclusion criteria. The remaining ten full-text journals’ viability was then determined.

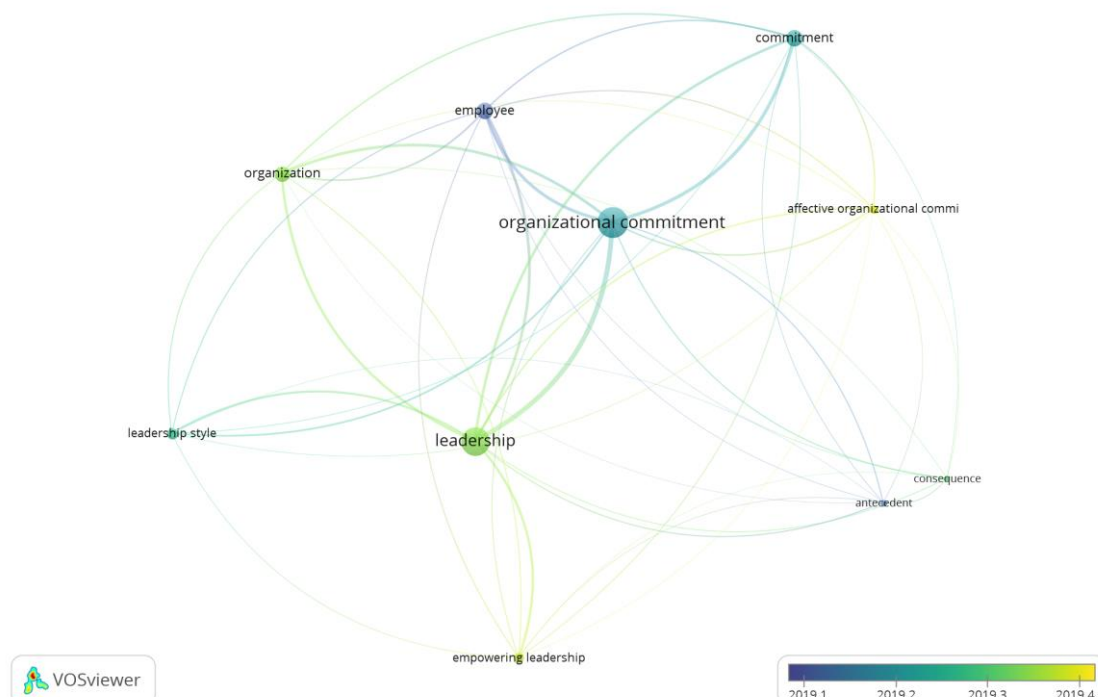


## IV. RESULTS AND DISCUSSION

### Visualization of Journal Search Results Based on the Keywords

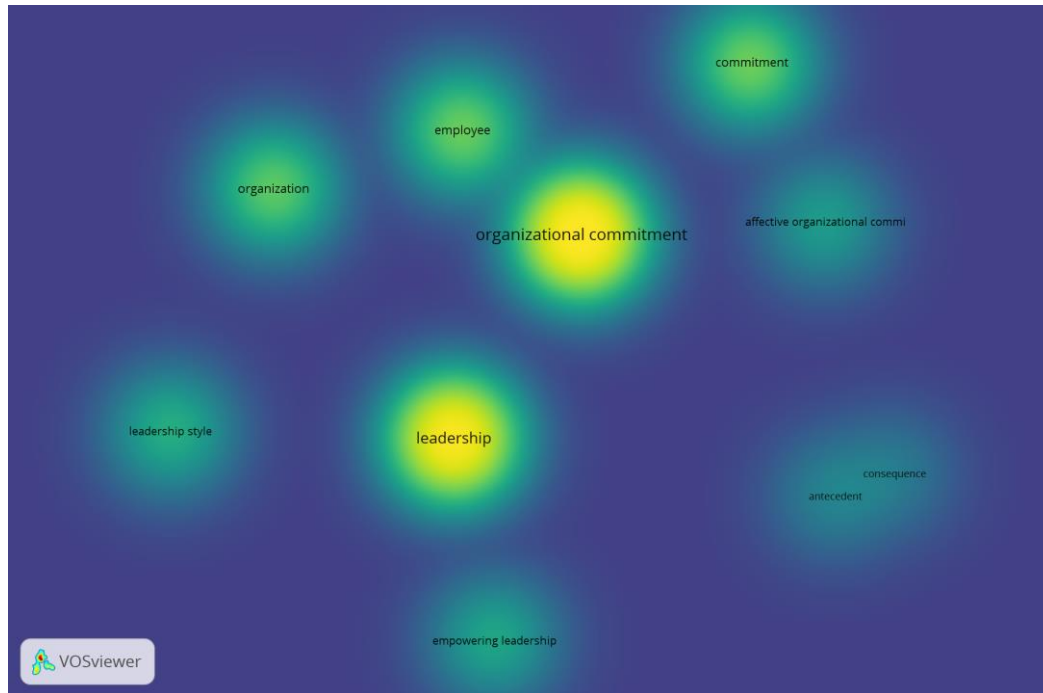
The following results were obtained from 40 manually searched data sets. The Mendeley Reference Manager application was used for an initial manual screening. The preliminary data was screened and reviewed using the Vos Viewer application, which aided in the initial search for journals and examined the scope and suitability of the research questions. Based on the frequency of keywords discussed in the journals, the visualizations can be described as follows:

### Overlays Visualization



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## Density Visualization



## FINDING ANALYSIS RESULTS

The results of the journal search confirmed that the empowering leadership has an effect on organizational commitment. The leaders with the empowering leadership style, specifically leading by example, participatory decision making, coaching, informing, and demonstrating concern, had a positive effect on the commitment to organizational changes (Jung et al., 2020). These leaders successfully increased the employee-organization compatibility, resulting in increased organizational commitment. In fact, the empowering leadership tended to improve the person-organizational fit with meaningful organizational goals, demonstrate trust in subordinates, and encourage participatory decision making (Dash & Vohra, 2019). Actions of these leaders, such as being confident with the employees' abilities, allowing them to make their own decisions, and managing their own work, were expected to intrinsically motivate the employees and make them feel more emotionally involved and personally accountable in the work process (Bharadwaja & Tripathi, 2021). These leaders contributed to the creation of an environment in which the subordinates could develop an affective commitment to the organization by allowing them to make decisions or voice their opinions while performing their jobs. Simultaneously, this would increase their sense of responsibility (Kim & Beehr, 2020).

Several studies had confirmed that the empowering leadership was crucial in the police institution and had an impact on the organizational commitment. Interestingly, the leadership was found to have a strong correlation with organizational effectiveness and be strongly correlated to attitudes, behavior, and satisfaction among South Korean police officers (Jang & Jeong, 2022). These findings implied that effective organizational management and improved police job performance highlighted the importances of leadership of managers in the police institution. For the subordinates, the empowering leadership did not only provide autonomy, variety, and opportunities for development, but it also compelled individuals, particularly those working in law enforcement agencies, to carry out their job responsibilities (Chughtai & Rizvi, 2020). Hassan et al. (2019) agreed that the empowering leadership improved subordinate performance and unit effectiveness. Furthermore, the empowering leadership was associated with higher levels of managerial effectiveness in the subordinates but not in the supervisors. In contrast, task-oriented leadership was associated with higher levels of managerial effectiveness in both subordinates and supervisors.

To ensure that the police officers perform their duties to the best of their abilities, top management must take appropriate steps. The leaders must create a positive and caring work environment. The leadership support function within the social support system of the police institution should be emphasized in the units in order to apply different management models in different situations, such as the relationship between subordinates and seniors, educational level, and subordinate maturation. The significance of police officers' work must also be highlighted. The leaders, for example, can provide exceptional performance to individuals both privately and publicly, as well as adopt more comments, opinions, and perspectives from the subordinates (Gong et al., 2021). Dedicated police officers who are committed to their jobs will remain loyal with the organization for the rest

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of their careers (Sürücü et al., 2020). As a result, their performance toward meeting the objectives will improve even further. Indeed, the organizational commitment has an impact on motivation for duty performance. This explains why police officers with strong organizational commitments are expected to provide high-quality community service (Chong & Kee, 2021).

## V. CONCLUSIONS

This study confirms that the empowering leadership has an effect on organizational commitment. The leaders who implemented the empowering leadership style increased the compatibility between employees and the organization, resulting in increased organizational commitment. The empowering leadership was found to improve person-organizational fit with meaningful organizational goals, express trust in the subordinates, and encourage participatory decision making. Furthermore, it was discovered that the leadership was strongly related to the organizational effectiveness within the police institution. The empowering leadership from leaders to subordinates not only provided autonomy, variety, and opportunities for development, but also forced the individuals, particularly those working in the law enforcement agencies, to fulfill their job responsibilities. As a result, the top management must take appropriate steps to ensure that the police officers perform their duties to the best of their abilities.

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