

Research on the Influence Mechanism and Path Construction of Transformational Leadership and Psychological Empowerment on Employee Performance

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ABSTRACT

In the rapidly changing and increasingly fierce competitive environment, more and more managers have realized the importance of motivating and encouraging employees to innovate, which will not only affect the individual performance of employees, but also affect the interests of the company. The study found that transformational leadership has a positive impact on employees' psychological empowerment and creativity, which can effectively stimulate employees' innovation and make them have positive psychological empowerment hints, so that employees can actively participate in work and improve job performance. Therefore, this paper will study the influence mechanism and path construction of transformational leadership and psychological empowerment on employee performance, in order to give full play to the advantages of transformational leadership, effectively stimulate employees' innovation and creativity, and improve enterprises' competitive advantages.

KEYWORDS

transformational leadership; psychological empowerment; employee performance

A large number of management practices and studies have shown that the personal charm (such as wisdom, leadership, passion, etc.) and work behavior (such as emotional care, encouragement, ideological guidance, etc.) shown by transformational leadership have a positive impact on employees, and enable them to obtain a series of internal "psychological empowerment" perception, such as work meaning, work influence, self-efficacy, and work autonomy, so that employees are driven from the bottom of their hearts towards a higher goal and to complete work tasks. Therefore, it is of great significance to study the influence mechanism and construction path of transformational leadership and psychological empowerment on employee performance.

1 Connotations and Characteristics of Transformational Leadership and Psychological Empowerment

1.1 Transformational Leadership

With strong personal charm and charisma, transformational leadership can make employees naturally aware of their responsibilities in work through emotional care, ideological guidance, encouragement and other ways, and encourage them to constantly tap their own potential and develop to a higher level. This performance will eventually be translated into high-level job performance, and bring more value to the enterprise while meeting the personal development

needs of employees. Transformational leadership usually has the following characteristics. 1. Transformational leadership can establish a good emotional relationship with subordinates and carry out smooth communication. 2. Transformational leadership has a certain voice and leadership in the team, and can control the direction of the team through their own judgment. 3. Transformational leadership have a strong sense of personal responsibility, and can lead, infect and motivate subordinates virtually, so that all employees can move towards a common goal. 4. Through reasonable means, transformational leadership is able to set expectations for subordinates, give a high degree of authorization, give full play to employees' creative ability, and give employees appropriate resource support. 5. Transformational leadership can effectively tap the personal potential of employees and give full play to it, so that employees can make breakthroughs and improvements in many aspects of ideological value, career development and business ability^[1].

1.2 Psychological Empowerment

Psychological empowerment is a kind of "psychological behavior", which is mainly manifested as a series of internal feelings of individual employees on the meaning and value of work, work influence, self-efficacy, etc. It is the value evaluation and self-positioning of individual employees on work and themselves, and a positive self-suggestion. In Maslow's hierarchy of needs, self-actualization is the highest level of need. Through psychological empowerment, transformational leadership enables employees to feel respected and trusted. This kind of respect and trust is beyond external factors, and can stimulate employees' inner strength of attachment to team organizations and work responsibility. It can enable employees to take the initiative to change the environment, break through constraints, complete expected goals and leaders' expectations, etc., and to constantly reach a higher level of self-worth realization goals^[2].

2 Research on the Influence Mechanism of Transformational Leadership and Psychological Empowerment on Employee Performance

In this paper, starting from the five characteristics of transformational leadership, the influence mechanism of transformational leadership and psychological empowerment on employee performance will be analyzed.

First, the work embeddedness theory believes that people are immersed in a complex social network relationship, and the deeper the embeddedding, the more complex the individual's social network becomes, which make people more difficult to leave. Moreover, in this complex relationship network, individuals are often the most easily ignored and not understood, which is one of the important reasons why employees gradually lose their passion for work. As one of the main members interacting with individual employees in the work environment, leaders take the initiative to establish a good emotional relationship and communication with employees, which not only helps employees to carry out and implement work faster and better, but also represents that leaders are willing to actively listen to the voice of employees and give them corresponding respect. It can effectively enhance the sense of empowerment of employees, and create an equal, respectful and interactive work environment, thus enhancing employees' work efficiency and business performance.

Second, leaders in a work group often have leadership, organizational ability and judgment ability beyond ordinary people, and they usually control the direction of the team by virtue of professional and keen judgment. Such wisdom and charm can often make employees more willing to believe and follow the leader, and enable employees to have a deeper perception of the meaning

of work, so as to promote the psychological empowerment of employees, encourage employees to make more behaviors in line with the requirements of leaders and the expectations of teams, gradually become an "insider" of leaders, and realize self-development under the guidance of leaders^[3].

Third, leaders assume greater responsibility than employees in the work, so they have a higher sense of responsibility. They need to always pay attention to all aspects of the work task, and control and guide many details to ensure the smooth completion of the work task. This high sense of responsibility will also have a positive impact on employees invisibly, and urge employees to take the tasks arranged by leaders seriously, give themselves positive psychological empowerment hints, and constantly improve the work method, the work process, and the work efficiency.

Fourth, in terms of leadership care, transformational leadership can quickly discover the advantages, potentials and needs of different employees, and provide them with different expectations, plans and supports, so that employees can explore ways to solve work problems with new perspectives, new methods and new thinking in the fields they are good at, thus strengthening employees' self-efficacy and work confidence, and motivating employees to realize their self-worth in their field of work. Based on this, subordinates, motivated by reciprocity, are also willing to make efforts beyond their duties to repay the resource support and help provided by leaders.

Fifth, in the process of career development, employees will not necessarily always be engaged in a position, but will continue to move forward in the exploration and find their own development directions. Transformational leaders often have keen insight and judgment, and can effectively tap the personal potential of employees, help them find a suitable career or post, and then make them more "handy" in work, and complete work tasks with high quality. Similarly, when employees get a job that is more suitable for them, they will also feel grateful to the leader and take the initiative to repay the leader's support and trust by enhancing self-psychological empowerment and improving work performance.

3 The Method of Transformational Leadership and Psychological Empowerment to Improve Employee Performance

From the above analysis, it can be seen that transformational leadership is positively correlated with employee performance. The psychological empowerment of employees plays a certain intermediary role in the relationship between transformational leadership and employee performance, which means that transformational leadership can give employees positive influence through various channels and ways, and encourage employees to have positive psychological empowerment and make efforts willingly to improve their job performance, thus achieving a "win-win situation". As for how to effectively improve the job performance of employees, this paper believes that the following two aspects should be carried out.

3.1 Enhance Leadership Charisma

Leaders should enhance their charisma according to the characteristics of transformational leadership. First of all, leaders should pay attention to virtue and follow the example, act on their words, strengthen cordial and friendly exchanges with employees, and give employees enough respect and understanding, so that employees can integrate into the organization and work faster. Secondly, leaders should constantly improve their business ability, always give employees correct business guidance at work, master the entire business process with professional judgment and analysis, and reasonably control the entire business development situation, so as to instill a sense of

trust and admiration in employees through subtle influence, and then encourage them to produce positive psychological empowerment and follow the pace of leaders. Finally, leaders should also focus on improving their management methods. Leaders should start from the perspective of employees and adopt the differentiated management method for employees with different jobs and different personality characteristics. On the one hand, leaders should take the initiative to tap the potential of employees, deeply understand their development needs and personality characteristics, and pay attention to help employees find their own development paths by constantly adjusting their jobs, so that they can return the leaders' support and trust through positive psychological empowerment and job performance. On the other hand, leaders should pay attention to the effective combination of multiple management methods. For example, they should enhance the autonomy and self-efficacy of employees through material and spiritual incentives, expanding promotion channels, and providing resource support, so as to constantly stimulate the needs of employees at a higher level and ensure the steady improvement of job performance^[4].

3.2 Strengthen Employees' Consciousness of Psychological Empowerment

Leaders should focus on creating a good psychological empowerment atmosphere for employees. First of all, leaders can make employees deeply feel the meaning and value of their own work through various types of organizational work meetings, so as to effectively stimulate the enthusiasm of employees to create, and encourage employees to align their self-worth realization with the value of the enterprise, and actively invest in work. In this link, the enterprise can also enhance the cohesion and centripetal force of employees and improve their recognition of the enterprise through multi-channel corporate culture publicity and creating a good cultural atmosphere, so as to encourage employees to devote themselves to work with a positive attitude and full enthusiasm and make more contributions to the enterprise. Secondly, to strengthen the sense of psychological empowerment of employees, it is necessary to give employees a high degree of empowerment at work, strengthen the support for various innovative ideas of employees, and reduce unnecessary restraint behaviors of employees, so as to stimulate their personal potential to the maximum extent, and then enhance their trust and gratitude to leaders and enterprises in a subtle way.

4 Conclusion

To sum up, transformational leadership and psychological empowerment play an important role in improving employee performance, promoting employees' all-round development and improving enterprise benefits. Therefore, in order to improve the creativity and job performance of employees, it can stimulate the enthusiasm and creativity of employees from the two aspects of enhancing the charisma of leaders and creating a good atmosphere of psychological empowerment, so as to help employees realize self-development and bring more benefits to the enterprise.

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