

Structural Empowerment and Psychological Empowerment on Employees outcome from the Perspective of Industrial

Li Miao, Nor Akmar Nordin

Universiti Teknologi Malaysia

DOI: <https://doi.org/10.47772/IJRISS.2026.100801095>

Received: 06 September 2026; Accepted: 11 September 2026; Published: 25 September 2026

ABSTRACT

Against the backdrop of industrial transformation and upgrading and the popularization of intelligent manufacturing, employees' working status and comprehensive output have become the core key for industrial enterprises to improve quality and efficiency. As two core dimensions of organizational empowerment, structural empowerment and psychological empowerment profoundly affect employees' working behaviors and outcomes from the institutional level and individual psychological level respectively. From the perspective of the industrial industry, this paper systematically analyzes the core connotations of the two types of empowerment, explores their influence mechanism on employees' job performance, work engagement and innovative behaviors, sorts out the existing problems of empowerment management in industrial enterprises, and puts forward targeted optimization strategies. The research results can provide theoretical reference and practical guidance for industrial enterprises to optimize human resource management and activate employees' endogenous motivation.

Keywords: industrial perspective; structural empowerment; psychological empowerment; employee work outcomes; human resource management

INTRODUCTION

With the continuous advancement of Industry 4.0, the production mode of industrial enterprises has gradually transformed towards intelligence and refinement, putting forward higher requirements for employees' initiative, professionalism and creativity. The traditional control-based management model can no longer adapt to the operational needs of modern industrial production, and empowerment management has become an important means for industrial enterprises to optimize personnel management and improve production efficiency. Structural empowerment focuses on the delegation of resources and power at the organizational institutional level, while psychological empowerment centers on employees' subjective perception of empowerment. The coordinated application of the two directly affects the working attitude and output quality of industrial employees. Based on the production characteristics of the industrial industry, this paper explores the impact of dual empowerment on employee work outcomes, aiming to help industrial enterprises improve their empowerment management system and achieve sustainable development of human resources and production benefits.

Core Connotation and Characteristics of Structural And Psychological Empowerment from the Industrial Perspective

Core Connotation and Industrial Scenario Characteristics of Structural Empowerment

Structural empowerment refers to an institutional empowerment model in which enterprises delegate working power, allocate working resources and open information channels to frontline employees based on organizational structure and management systems, which constitutes external work support and independent working space for employees. In industrial production scenarios, structural empowerment is mainly reflected in the delegation of production decision-making power, resource allocation power and process optimization suggestion power, covering multiple dimensions such as production information disclosure, equipment use authority, independent post scheduling and conventional problem disposal authority. Compared with other industries, structural empowerment in the industrial field features strong operability and standardization, focusing closely on core

work links including assembly line operation, product quality control and production efficiency improvement, and all empowerment contents conform to the standardized and procedural character-

istics of industrial production. Industrial enterprises break hierarchical management barriers through institutionalized structural empowerment, eliminate the cumbersome approval processes of multi-level management, and enable frontline production and technical employees to independently handle conventional production problems and adjust operation methods flexibly based on post authority. This institutional empowerment effectively adapts to the timeliness requirements of industrial production, avoids production delays caused by hierarchical management lag, provides solid institutional guarantee for employees to carry out work efficiently, and serves as the basic support for standardized empowerment management of industrial enterprises.

Core Connotation and Industrial Scenario Characteristics of Psychological Empowerment

Psychological empowerment is the subjective psychological perception and cognitive state formed by employees after receiving organizational empowerment, which mainly includes four core dimensions: work meaning, job competence, autonomous decision-making and work influence, and serves as the internal psychological source of employees' work motivation. In contrast to general industries, psychological empowerment in industrial scenarios focuses more on employees' value recognition of production work, post competence confidence and production participation sense of acquisition. Industrial production posts are characterized by repetitive work and high standardization requirements, which easily lead to job burnout and passive working mentality among employees. In this context, effective psychological empowerment can make employees recognize the value of their posts in the production chain and enterprise development, and take the initiative to improve professional skills to adapt to evolving production requirements. Meanwhile, psychological empowerment enables employees to perceive the practical impact of their work behaviors on product quality, production efficiency and enterprise benefits, helping them get rid of the passive mentality of mechanical operation and transform from passive task performers to active production quality controllers. The transformation of subjective psychological state is the core internal factor to activate the work initiative and improve the work engagement of industrial employees, and also acts as a key bridge connecting organizational institutional empowerment and employees' practical work output.

Internal Correlation between Structural Empowerment and Psychological Empowerment

Structural empowerment and psychological empowerment are not independent of each other, but form a complementary and progressive empowerment relationship. Structural empowerment is the basic premise of psychological empowerment, and psychological empowerment is the practical sublimation of structural empowerment. For industrial enterprises, sound institutionalized structural empowerment provides employees with sufficient working resources and independent space, making them truly feel the trust and support from the organization, thereby generating positive psychological empowerment perception. Formalized structural empowerment that lacks real power delegation and resource allocation cannot provide employees with effective work support, making it impossible to form positive psychological empowerment perception. On the contrary, even if employees have strong work enthusiasm, the positive effect of psychological empowerment cannot be exerted without the institutional support of structural empowerment and limited independent working space. In industrial production scenarios, only the two-way integration of structural and psychological empowerment can build a complete empowerment chain of "institutional empowerment - psychological perception - behavioral implementation", which not only ensures the standardization of empowerment management, but also activates employees' endogenous work motivation, and ultimately realizes the dual improvement of employees' work outcomes and enterprise production benefits.

Influence Mechanism of Dual Empowerment on Work Outcomes of Industrial Enterprise Employees

Positive Driving Effect on Employees' Job Performance

Job performance is the most core work outcome of industrial employees, which is mainly reflected in hard indicators such as production efficiency, product qualification rate and task completion quality. Structural empowerment and psychological empowerment have significant positive driving effects on employees' job

performance. In terms of structural empowerment, industrial enterprises' delegation of authorities including production scheduling, equipment commissioning and conventional problem disposal can greatly shorten the disposal cycle of production problems, avoid production stagnation caused by hierarchical approval, and enable employees to quickly respond to production demands and complete post tasks efficiently. Meanwhile, the delegation of resources and information allows employees to accurately grasp production standards, progress requirements and quality specifications, reduce work deviations, and effectively improve production accuracy and task completion efficiency. In terms of psychological empowerment, positive psychological empowerment perception can enhance employees' post responsibility and work concentration, prompting them to strictly control production details, abide by production specifications and reduce operational errors and product defects. Relevant industrial management studies have confirmed that a reasonable enterprise empowerment management system can significantly improve employee job performance and reduce production losses and defective product rates. The coordinated effect of dual empowerment not only removes work obstacles for employees at the institutional level, but also strengthens their sense of work responsibility at the psychological level, steadily promotes the improvement of employees' performance indicators, and helps industrial enterprises achieve the development goal of cost reduction and efficiency improvement.

Improvement Effect on Employees' Work Engagement

Work engagement, reflected in employees' work enthusiasm, concentration and post loyalty, is an important soft indicator of employee work outcomes, which directly affects the team stability and sustainable production of industrial enterprises. Industrial posts feature solidified operation modes and repetitive work content, and long-term mechanical operation easily leads to work slackness and low engagement among employees, which can be effectively improved by structural and psychological empowerment. Structural empowerment breaks the constraints of traditional control-based management by granting employees post autonomy, allowing them to independently adjust operation methods and optimize work processes, get rid of the state of passive mechanical execution, and enhance work freshness and participation. Psychological empowerment strengthens employees' recognition of work value, enables them to clearly understand the important role of their posts in the industrial production chain, abandon the negative cognition of "assembly line workers", and take the initiative to invest time and energy in optimizing work results. In addition, employees with high-level psychological empowerment have stronger post competence confidence, can calmly cope with technical difficulties and work pressure in production, and reduce negative behaviors such as slack work and perfunctory operation. Under the joint action of dual empowerment, employees' work initiative, concentration and sense of belonging are continuously improved, which effectively reduces turnover intention and job burnout, maintains long-term and stable high work engagement, and provides reliable human resource guarantee for the stable operation and sustainable production of industrial enterprises.

Activation Effect on Employees' Innovative Behaviors

In the context of industrial transformation and upgrading, employees' innovative behaviors including production process optimization, process improvement, equipment upgrading and energy-saving consumption reduction have become the key to the improvement of enterprises' core competitiveness, and dual empowerment serves as a vital driving force to activate industrial employees' innovative behaviors. Structural empowerment provides institutional and resource support for employee innovation. By delegating the suggestion right and trial right of process and process optimization, and opening core information such as production data and equipment parameters, industrial enterprises provide basic conditions for employees to carry out innovative practices and break the institutional constraints of "operating in accordance with rules and refusing to make breakthroughs" in traditional industrial production. At the same time, structural empowerment provides employees with error tolerance space, eliminates their concerns about innovation failure, and encourages them to explore optimization schemes based on post practice. Psychological empowerment activates internal innovation motivation from the cognitive level. Employees with high-level psychological empowerment have stronger perception of work influence and self-efficacy, and are willing to break through inherent operation modes and explore more efficient and high-quality production methods. Different from general industrial innovation, the innovative behaviors of industrial employees are all based on production practice with strong practicality. Dual empowerment can fully tap the practical experience of frontline employees, promote the continuous implementation of post micro-innovation and process improvement, gradually accumulate enterprise innovation advantages, and help industrial

enterprises realize production mode optimization and industrial upgrading.

Optimization Implementation Strategies of Dual Empowerment Management In Industrial Enterprises

Improve Structural Empowerment System to Consolidate the Foundation of Empowerment Management

A standardized and institutionalized structural empowerment is the premise for the implementation of dual empowerment. Industrial enterprises need to refine the structural empowerment system combined with production characteristics and post division of labor to avoid formalized and ambiguous empowerment. Firstly, enterprises should accurately divide empowerment boundaries according to the job content of different posts such as production, technology, quality inspection and operation and maintenance, clarify the production decision-making power, resource use right and process optimization right of each post, and form a clear post empowerment list to eliminate problems such as ambiguous power and responsibility, excessive control and absent empowerment. Secondly, enterprises should build a transparent information sharing mechanism, disclose core information including production progress, quality standards, equipment parameters and performance appraisal, guarantee employees' right to know, and support them to carry out independent work and innovative exploration based on complete information. Meanwhile, a supporting resource guarantee system should be established to provide employees with equipment, tools, technical training, materials and other working resources to ensure the effective implementation of empowerment authority. In addition, it is necessary to improve the empowerment supervision and assessment mechanism, standardize the use process of empowerment on the basis of ensuring employees' independent working space, avoid risks such as power abuse and illegal operation, make structural empowerment flexible, efficient and in line with the standardization and safety requirements of industrial production, and lay a solid institutional foundation for the cultivation of psychological empowerment.

Strengthen the Cultivation of Psychological Empowerment to Activate Employees' Endogenous Motivation

Aiming at the problems of weak psychological empowerment perception and insufficient post identity among industrial employees, enterprises should adopt multiple measures to strengthen employees' psychological empowerment and realize the transformation from institutional empowerment to behavioral output. Firstly, enterprises should strengthen post value guidance through pre-job training, daily publicity and outstanding employee recognition, help employees clearly understand the important value of their posts to product quality, enterprise development and industrial upgrading, and strengthen their perception of work significance. Secondly, enterprises should build a normalized skill improvement system, regularly carry out training on new industrial production technologies, new processes and new equipment, organize post training and skill competitions, continuously improve employees' professional capabilities, enhance their post competence confidence, and consolidate the competence dimension of psychological empowerment. In addition, enterprises should build a smooth communication and feedback mechanism, listen to frontline employees' work demands and optimization suggestions in a timely manner, give positive feedback and recognition to employees' work efforts and innovative attempts, make employees feel respected and recognized, enhance their sense of work influence and organizational belonging, and continuously optimize their psychological empowerment level. Stable and positive psychological perception can enable employees to internalize organizational empowerment support into work motivation, transform passive work compliance into active work dedication, and maximize the practical value of dual empowerment management in industrial production and operation.

Build a Dual Empowerment Synergy Mechanism to Improve Empowerment Comprehensive Effectiveness

To solve the problem of disjointed structural empowerment and psychological empowerment in industrial enterprise management, it is necessary to build a sound dual empowerment synergy mechanism to realize the integrated development of institutional empowerment and psychological empowerment. Firstly, enterprises should take structural empowerment as the starting point to dynamically adjust the empowerment system according to employees' post capabilities and psychological perception, avoid rigid and one-size-fits-all institutional empowerment, and ensure that the delegated power and resources can match employees' work needs

and ability levels. Secondly, enterprises should take psychological empowerment feedback as the optimization basis, timely adjust the content and scope of structural empowerment according to employees' work enthusiasm, innovation willingness and job satisfaction, and eliminate ineffective empowerment that cannot stimulate employee motivation. Meanwhile, enterprises should build a full-cycle empowerment assessment system, comprehensively evaluate the implementation effect of structural empowerment and the perception level of psychological empowerment, track the correlation between dual empowerment and employee work performance, work engagement and innovative behaviors, and form a closed-loop management mode of "implementation - evaluation - optimization". The synergistic linkage of structural and psychological empowerment can make up for the deficiencies of single empowerment mode, give full play to the complementary advantages of institutional constraint and psychological incentive, continuously optimize the enterprise human resource management model, and help industrial enterprises stabilize talent teams, improve production efficiency and enhance core market competitiveness.

CONCLUSION

In the era of industrial intelligent upgrading, structural empowerment and psychological empowerment are crucial factors affecting the work outcomes of industrial employees. Structural empowerment provides institutional support and resource guarantee for employees' efficient work and innovative development from the external organizational level, while psychological empowerment activates employees' endogenous work motivation from the internal psychological level, and the two form a mutually complementary and mutually reinforcing empowerment system. This paper analyzes the connotation and internal correlation of dual empowerment in industrial scenarios, explores its positive influence on employees' job performance, work engagement and innovative behaviors, and puts forward targeted optimization strategies from institutional improvement, psychological cultivation and synergy mechanism construction. Industrial enterprises should attach importance to the coordinated development of structural and psychological empowerment, break the limitations of traditional management modes, optimize the human resource empowerment system, fully stimulate the work potential and innovation vitality of frontline employees, so as to help enterprises achieve high-quality development in the process of industrial transformation and upgrading.

REFERENCES

1. Zhang J, Li J. Research on the Relationship between Structural Empowerment, Psychological Empowerment and Job Performance of Manufacturing Employees[J]. *Industrial Engineering and Management*, 2022, 27(03):189-195.
2. Wang H, Chen X. Research on Employees' Psychological Empowerment and Innovative Behaviors of Industrial Enterprises under the Background of Intelligent Manufacturing[J]. *Human Resource Development of China*, 2023, 40(02):78-87.
3. Liu T, Zhao K. Influence Mechanism of Manufacturing Employees' Work Engagement from the Perspective of Dual Empowerment[J]. *Enterprise Economy*, 2022, 41(08):112-119.
4. Sun B W, Lin J. Research on the Boundary Conditions of Structural Empowerment on Industrial Employees' Innovation Performance[J]. *Industrial Technology & Economy*, 2023, 42(05):90-96.
5. Zhou Y X, Wu F. An Empirical Study on the Relationship between Employees' Psychological Empowerment, Organizational Support and Work Output in Industrial Transformation[J]. *Modern Manufacturing Engineering*, 2024(01):156-162.