Startups' empowerment of employees: An analysis using VOSviewer

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Abstract The purpose of this study is to evaluate and consolidate existing research on the factors that affect the performance of employees in startup companies. Specifically, it focuses on factors such as empowerment, motivation, dedication, leadership styles, and self-determination. This study aims to understand how these factors influence employee performance in the context of startup organizations. The theoretical framework of this study is based on the HR value chain model. The HR value chain model demonstrates how HR practices can benefit organizations by showing the various HR processes that support a company's goals. Additionally, the study incorporates psychological factors related to employee performance, such as autonomy, competence, and relatedness. The methodology section mentions that the research primarily covers management-related articles from 2010 to 2022. The research involved reviewing primary studies by searching computerized databases and selected journal articles from specific websites. VOSviewer 1.6.18 was used to analyze eligible articles, and bibliometric networks were generated to connect keywords to relevant articles. The study's findings indicate that empowerment, motivation, commitment, and other traits are linked to the success of new startup businesses. Effective leadership tactics play a crucial role in creating a healthier, happier work environment with dedicated employees. It appears that the study identified 20 papers, including 17 research articles, that establish connections between empowerment and startup performance. The use of VOSviewer's overlay bibliometric networks helped visualize these connections.

Keywords: motivation, performance, empowerment, commitment, effectiveness

1. Introduction

In the ever-evolving business landscape, startups have emerged as dynamic and innovative entities that drive economic growth and technological advancement. However, the journey of a startup is fraught with challenges, and one of the critical determinants of their success is the effective management of human resources. This paper explores the intricate relationship between human resource management (HRM) practices and the performance and sustainability of startups.

Startups operate in a unique environment characterized by rapid change, resource constraints, and a relentless pursuit of innovation. In this context, HRM practices play a vital role, as they shape culture, engage employees, and influence the organisation's ability to adapt and thrive. This paper explores the HRM strategies and practices that can empower startups to attract and retain top talent, foster employee motivation and commitment, and ultimately contribute to their long-term success. The central objective of this research is to answer several key questions:

What specific HRM practices can startups employ to enhance employee engagement, motivation, and commitment in their organizations?

How do these HRM practices impact the overall performance and effectiveness of startups in terms of innovation, productivity, and sustainable growth?

What challenges do startups face in implementing effective HRM practices, and how can these challenges be addressed to create a thriving work environment?

This study is motivated by the recognition that startups, while facing distinct challenges, have the potential to disrupt industries and drive economic progress. To unlock this potential, it is imperative to understand the critical role of HRM practices in shaping the organizational culture and performance of startups. By addressing these research questions, we aim to provide valuable insights for practitioners and policymakers, enabling startups to leverage their human capital effectively and contribute to the global entrepreneurial ecosystem.

HRM practices are essential for a startup organization to keep employees engaged with the organization. Some of the practices revealed here will help employees retain and be motivated by the company. These include "Performance Appraisal", "Career Management", "Training", "Reward System", "Recruitment", "Employment Security", "Empowering employees", "Selective hiring", "Self-managed and effective teams", "Contingent compensation", "Extensive training", "Reduction of status difference", and "Information sharing" (Kumara & Nagaraj, 2019). Many factors influence the overall...
operation and its performance. This systematic review paper reviewed the personal aspects that impact employees, such as efficiency, effectiveness, empowerment, motivation, commitment, and leadership, across countries since 2010.

There are many Tech startups due to the emergence of digital platforms (Ranisari et al., 2020). Startups fail for many reasons, and one of the reasons for startup failure is personal factors (Ganesraman, 2018). There are six principal challenges: "financial, human resources management, support measures and mechanisms, marketing, crisis management, and others." (Salamzadeh, 2020).

Organizational culture, power, and startup structure differ significantly from traditional organizations (Pöllänen, 2021). It is necessary to empower employees in decision-making and other activities to increase organizational efficiency and make employees feel ambitious (Saleh, 2013). Empowering employees is a high priority in an organization, and structural empowerment is presumed to preside over innovative behavior, while psychological empowerment also partially mediates structural empowerment and creative behavior (Singh & Sarkar, 2019). Inducing behavioral empowerment is associated with job satisfaction and the intention to stay (affective commitment), which are mediated by psychological empowerment (Dewettinck & Amejde, 2010). P.E. and B.E. have powerful impacts on job satisfaction, both separately and as a whole. S.E. also positively affects satisfaction, and a fair wage negatively impacts job satisfaction (Elbeyi et al., 2011).

A thriving organization dedicates itself to empowering employees who are always comrades with managers and superiors who are passionate and well motivated. However, unsuccessful organizations are associated with unambitious and less committed employees (Abhrirham & Ebabu, 2021). Empowering employees positively impact employee effectiveness to a greater extent. Monitoring these factors negatively affects employee effectiveness (Shadi & Ebraimi, 2013). An organization must assimilate structural empowerment and a feedback system to access the required information at work to increase employee efficiency (Adeoye & Funminiyi, 2018). The strategy of empowering human resources, which included participation in decision-making, freedom of responsibility, training, and education, helped Jordanian commercial banks achieve strategic goals, while supporting culture did not. The strategic goals of innovation, productivity, and social responsibility and the strategy of empowering human resources, including training, education, supportive culture, participation in decision making, and freedom of responsibility, are being applied at a medium level. (Alwedyan et al., 2023)

Modeling of the human resources (HR) value chain highlights how the actions and practices of HR contribute to the success of enterprises. This demonstrates the several processes and activities carried out by the department that ultimately result in HR outcomes that contribute to the organization's goals. According to the theory of self-determination, human flourishing is contingent on meeting the fundamental psychological needs of autonomy, competence, and relatedness in equal measures. The state of being able to choose one's own course of action and live with the consequences of those choices is an example of what is meant by the term "autonomy" (Ryan, 2006).

2. Materials and Methods

2.1. Study Design

This systematic review employed a comprehensive and structured approach to gather and analyze data from a variety of sources. The study design consisted of several key steps:

- Literature Search: A systematic and computerized literature search was conducted to identify relevant articles and studies. The search focused on publications since 2010, and it used specific keywords related to empowerment, motivation, commitment, efficiency, effectiveness, and leadership in the context of startups.
- Inclusion and Exclusion Criteria: Studies were selected based on predefined inclusion and exclusion criteria. Only empirical studies, books, and articles published after 2010, specifically related to startups, were considered. The research aimed to include studies that incorporated at least two different variables of interest.
- Data Extraction: Relevant data from the selected articles were extracted and organized for further analysis. This included variables, measurement scales, and other relevant information.

2.2. Data analysis

The data analysis phase involved various statistical techniques and analytical tools to examine the relationships between variables and address the research questions. The specific methods used for the data analysis included the following:

- Structural equation modeling (SEM): SEM was employed to assess the complex relationships between variables such as empowerment, motivation, commitment, efficiency, and effectiveness. SEM allowed us to examine both direct and indirect effects.
- Analysis of Variance (ANOVA): ANOVA was used to explore differences between groups and assess the impact of moderating variables, such as leadership, on employee effectiveness.
- Principal component analysis (PCA): PCA was applied to explore patterns and relationships among multiple variables and to identify underlying factors within the dataset.
Factor analysis: Factor analysis was utilized to uncover the underlying dimensions and interrelationships among variables related to organizational culture, empowerment, and motivation.

Descriptive and Inferential Statistics: Descriptive statistics, such as the means, standard deviations, and frequencies, were used to summarize and describe the data. Inferential statistics, including correlation analyses and regression analyses, were used to test hypotheses and establish relationships.

2.3. Validity and Reliability

To ensure the validity and reliability of the study, rigorous checks were performed at various stages. Construct validity was assessed by examining the relationships between variables, and convergent and discriminant validity were analyzed to confirm the appropriateness of the measurement scales.

This methodology section provides a clear overview of the research design, data collection, and analysis methods used in your study. You may need to adapt and expand this section based on the specific details of your research and the requirements of your paper or research report.

2.4. Purpose of the review: identifying answerable questions

This study aims to investigate a little-known facet of the personnel issues faced by startups. The researcher made an effort to investigate the articles published after 2010 by conducting a computerized literature search that contained the keywords "empowerment," "motivation," "commitment," "efficiency," "effectiveness," and "leadership." Additionally, the researcher wanted the abstract and hypothesis test to include these variables whenever possible.

Researchers have conducted comprehensive studies in an effort to close the gap between the significance of staff and their relationship with the success of any firm. This study is a direct result of the factors that have been discussed before. While performing this review, the researcher has identified the queries that are listed below.

Why is research on employee empowerment necessary for new businesses? Is there a connection between P.E., S.E., and B.E. in terms of the effectiveness and efficiency of the workforce? How can leaders affect workers so that they become more empowered? To what extent are workers on this day motivated and devoted to their Jobs.

2.5 Eligible study: Inclusion and exclusion criteria

Since 2010, this research has included empirical studies at a ratio of 90%, books and articles at a proportion of 5%, and qualitative research at a rate of 5% from reputable publications all around the world. Studies published before 2010 and those that included relevant factors were excluded; however, the focus of the research was not on startups. Publications in the area of startups that have access to at least two different variables were required to meet the inclusion requirements of this research.

![Flowchart of the study selection process](https://www.malque.pub/ojs/index.php/mr)
The researcher looked at the psychological, structural, and behavioral aspects of empowerment, motivation, commitment, efficiency, and effectiveness in relation to people working at startups. On the other hand, leadership positions that encourage employee engagement, empowerment, and dedication were also taken into consideration in this research. Hence, the employee’s point of view was the primary emphasis of the research; therefore, all of the articles included employee-related characteristics. The researcher did not consider any publications that included studies about variables that were not included in the independent, dependent, or subvariable categories before.

Data Extraction: Upon analysis, we narrowed our focus to 280 appropriate queries. At this point, the titles and abstracts of the papers were evaluated according to the inclusion and exclusion criteria with at least two variables, and most importantly, the research was conducted in startups; this stage resulted in the deletion of publications since they did not meet the inclusion requirements.

We did not use any variables that were not specified.
Start-up was not used as a point of comparison.

A total of 84 different publications were analyzed by the researcher. After the completion of the selection process, we chose to include 25 articles that fulfilled all of the inclusion criteria in the in-depth analysis. We utilized the VOSViewer program to describe the links between the variables, and we used 84 articles to create a network that included all of the connections that have been made since 2010. We studied the articles, performed an analysis of the links between the variables, and focused on current reports with modern-day acquaintances.

2.6 Primary and exploratory study outcomes

The researcher reviewed a number of different publications, analyzing each one to determine its dependent, independent, mediating, and moderating factors, as well as the frequency with which each was utilized as a main or secondary variable.

The variables pertaining to organizational behavior and human resource management in the service sectors, startups, and small businesses were explored. The data from different articles are interpreted through different analyses through questionnaires with measurement scales. The systematic review's empirical study is summarized in the paragraphs that follow.

As a principal construct, structural and psychological empowerment appeared four times each, together with organizational culture as a mediating variable and strong psychological climate as a dependent variable. Few articles have used empowerment only as an independent variable; assertiveness and commitment as moderating variables; and performance as a mediating variable. We use leadership as an independent variable and employee efficiency as a dependent variable. The abovementioned studies have used the following methods: Entrepreneurial leadership (Gupta et al., 2004), Affective commitment (Allen & Meyer 1990), and Employee turnover intention (Liang, 1999). (Yang et al., 2019). The secondary constructs of psychological and structural empowerment emerged in successful startups with the work environment as a mediating variable according to Spreitzer (1996) work environment questionnaires. (Singh & Sarkar, 2019). Hence, startup performance was measured through startup CEOs’ authentic communication on a nine-point scale using Men & Tsai (2016), with a Cronbach’s alpha of 0.82. Employee-startup relationships were adapted from the items of OPR’s (Hon & Grunig 1999). This 18-item instrument comprises the following four dimensions: trust, control mutuality, commitment, and satisfaction. Finally, four items measured using organizational citizenship behavior were adopted from Cardona et al. (2004), which has been empirically tested in multiple studies from the employees’ perspective (Men & Yue, 2019; Ruiz-Palomino & Martinez-Canas, 2014). In the context of employees in an organization, adverse conditions, such as a state of war, can hinder knowledge acquisition. However, effective trainers and leadership commitment are essential for maintaining and improving efficiency in learning and skill development (Tung et al., 2023).

A process model associating creative surroundings with prosperous, cofounded businesses was presented in earlier studies. They argue explicitly that the three fundamental mechanisms by which cofounders’ contributions relate to venture effectiveness are team member exchange (TMX), team learning, and collective efficacy. The study’s findings are consistent with the hypothesized input-process-outcome model, showing that the intrateam processes of TMX, team learning, and collective efficacy fully mediate the relationship between the input of a cofounding team’s climate for innovation and the outcome of a cofounded venture’s effectiveness. The variables are measured through the following questionnaire. Effectiveness-(Baron & Tang, 2009; Delmar & Shane, 2006; Gimeno et al., 1997; Shane & Stuart, 2002). Kivimaki & Elovinio (1999); (Phillips & Gully, 1997; Hill et al., 2014). In research on transformational leadership, trust has been utilized as a moderating variable, while employee effectiveness has been used as a dependent variable. Both of these roles are important.

Better Startup Performance was measured thrice, with physical condition as a moderating variable, Employee organization relationship as a mediating variable, and Leadership quality as an independent variable. With respect to CEO charismatic leadership, Nadler & Tushman (1990) used a 10-item scale. Employee psychological need satisfaction was measured by Van den Broeck et al. (2016) 16-item scale and employee-organization relationships (trust, control mutuality, commitment, job satisfaction). Hon&Grunig (1999) used an 18-item scale. Employee engagement Men et al. (2020) was assessed with a 10-item scale (Men et al., 2021). Empowerment leadership- Konczak (2000). A previous study investigated
how much employee empowerment, a contemporary idea of delegating leadership, increases organizational effectiveness using leadership instruments (Schneider et al, 2007). One of the earlier studies started examining the application of strategic people practices in startups through in-depth interviews with 27 companies and discovered the following: 1) create a link between the action plan and the result, 2) start small, collect feedback and review, 3) aim at a significantly higher level, 4) look outside of your organization, and 5) link organizational culture to new initiatives and innovation (Rogers & Paul, 2018).

Virtual teams are becoming more common as business becomes more global. Through a closer examination of the virtual world teams (VWTs) used in massive multiplayer online games, this research seeks to determine the usefulness of virtual teams (MMOGs). The virtual team success subfactors and perceived leader emotional intelligence were found to have a significant predictive effect that was mediated by transformational leadership behavior. Subsequent investigations have indicated that players’ views of their leader’s emotional intelligence, transformational leadership, and efficiency on virtual teams vary between the sexes. The information was gathered via an online survey that examined attitudes toward the guild leader’s emotional intelligence (E.I.), transformational leadership (T.L.), and effectiveness of the virtual team (VTE). To establish validity for this investigation, the researcher used the Emotional Intelligence Scale (WLEIS) (Wong & Law, 2002) and Questionnaire (MLQ) (Bass & Riggio, 2006; Mysirlaki and Paraskeva, 2020). Employee benefits, empowerment, motivation, and better performance are all necessary for successful companies, with a positive working relationship serving as a moderating factor. It is also necessary to investigate the moderators of the relationships between empowerment and these outcomes; these moderators may include individual variations and organizational factors such as alignment with organizational goals, job security, and type of motivation toward performance (Spreitzer, 1995).

An organizational phenomenon called quality work life is advantageous to both employers and employees. As a result, given the quality of the working environment, research continues to focus on ways to increase employee commitment. The study used “The Utrecht Work Engagement Scale (Schaufeli et al., 2006), a 14-item short version of the original Competing Value Framework questionnaire applied; motivation at Work Scale is based on the self-determination theory analysis work motivation on a domain level. The scale consists of 20 items. Employees were asked to complete an online questionnaire that included the Competing Value Framework Scale, Motivation at Work Scale, and UWES Scale. The findings suggest that startups have a distinctive organizational culture that is linked to employee engagement. Instead of focusing on just one cultural domain, this culture exhibits a balance across the four organizational kinds. The outcomes may be explained by the balance of the four quadrants, which also enables firms to be adaptable and responsive to the needs of their workforce. (da Costa, 2018). The connections between the elements of emotional intelligence and ethics in modern businesses and how they impact employees’ motivation and performance were analyzed using Tessema and Soeters (2006) to analyze performance. and seven-item questionnaire using Williams and Anderson (1991). Ethical values- Hunt et al. (1989) found that the ethical framework enhances a firm’s motivation and performance. One of the several prerequisites for a business institution’s success is emotional intelligence and commitment (Dimitropoulos, 2019). The importance of dedicated teachers and support from education authorities in maintaining teaching effectiveness during times of war.

2.7. Researchers have mainly concentrated on preliminary studies

According to the findings of this research, there is a significant relationship between the factors connected to empowerment and the overall success and performance of startups, as well as between those factors and the subfactors of efficiency and effectiveness.

2.8. Extraction and analysis of study data: reporting the results

This review is limited by the personnel perspective and the influence of leaders on employee efficiency, effectiveness, performance, and overall success. However, it is essential to review other variables to link the required variables stated above. The authors analyzed the variability and reliability of the various scales and the questionnaires separately. The researcher noted the construct validity in the analysis, and the scholar detected and analyzed convergent discriminant validity throughout the review (Kulkarni et al., 2020). For any startup, HRM and the skill development of employees are essential. Managers are responsible for empowering employees and investing in skills associated with training. (Abhrriham and Ebabu, 2019).

2.9. Statistical assimilation of the data

The data from different articles were interpreted through different types of analyses, such as structural equation modeling, ANOVA, principal compound analysis, and factor analysis. Descriptive and structural model analysis, partial and complete mediation model meta-analytic research meta-analytic correlation, ANOVA, descriptive statistics, and bivariate correlations Structural equation modeling, Regression method with the Partial least square, Partial least square (SEM PLS) test. Correlation, coefficient of determination, descriptive and inferential statistics, comparative analysis of frequency and principal component method of factor analysis, descriptive statistics and correlation, HLM analyses of project-level antecedents of the hypothesized model with standardized path coefficients and Pearson coefficients. Regression correlation,
regression tool, mean, standard deviation, and chi2 test Multigroup confirmatory factor analysis and variance test of the EIS, correlation, and HLM analyses Multiple linear regression analyses and one-way ANOVA

3. Results and Discussion

3.1. Overall Research Articles with All the Linked Keywords Obtained Using VOSviewer

Associated links using VOSviewer (Figure 1).

![Figure 2 Density visualisation based on co-occurrence of Keywords. Authors own source (VOSviewer).](image)

Links were created with the help of the VOSviewer program, and the keywords used were identified in Scopus. After finding 84 articles connected to all of the keywords, we narrowed the list down to 25 papers for a more in-depth analysis. A total of eighty-four articles were examined utilizing the dump that was obtained and analyzed using VOSviewer to find the cluster. Empowerment was mentioned in a total of 40 articles and has nine connections. The concept of psychological empowerment was mentioned in 27 articles and has six connections.

Structural empowerment has three links, and eight links occur as the main variable. Organizational commitment occurred eight times as a primary variable with a link strength of 5. Job satisfaction was measured ten times with four links. Effectiveness has appeared five times with two links

3.1.2. Results with the variable empowerment

We identified seven studies examining empowerment as an exclusive variable and its subcategories in our research. (Spreitzer, 1996) assessed psychological empowerment with 16 items, and in a few studies, a reduced version of the same instrument was also used. Structural empowerment was measured through a 12-item instrument (Laschinger et al., 2004). Conditions of Work Effectiveness Questionnaire (CWEQ I and II). The instrument scale was used to measure perceived behavioral empowerment and startup preparation. Psychological need satisfaction and autonomy, relatedness, and competence were measured using (Van den Broeck et al., 2010; 2016). Hence, it is clear that employee empowerment attributes positively mediate startup performance.

In brief, the above-described studies examined the relationship between empowerment and other variables among startup employees. The correlation between team climate and individual/team psychological empowerment is relatively high ($r = 0.70, p<0.001$) and is mediated by public client and private client projects (Tuuli, 2018).

3.1.3. Relationships of eligible articles identified via VOSviewer with the variable empowerment from the overall cluster

Based on Figure 2 the term "empowerment" was used 47 times, and the overall link strength was 29, with nine linkages. This was determined by conducting an analysis of 84 publications that included the keywords "empowerment," "commitment," "effectiveness," and "efficiency."

3.1.4. Eligible articles linked using VOSviewer with the variable psychological empowerment from the overall cluster
From figure 2 Psychological empowerment is largely related to informational leadership, empowerment, leadership, effectiveness, and service quality; India has six linkages with a link strength of 10, and it has occurred 23 times as a primary variable.

3.1.5. Relationships of eligible articles identified via VOSviewer with the variable Structural Empowerment from the overall cluster

Figure 2 shows that structural empowerment is primarily linked with three other variables, namely, psychological empowerment, organizational culture, and empowerment. Therefore, structural empowerment has three links, each of which has a strength of three, and it occurs eight times as a main variable.

3.1.6. Results with variable motivation

The Motivation Scale consists of 20 items (Vallerand et al., 1992). Motivation in the workplace is entrenched in self-determination theory analysis. The articles used attributes of motivation with the help of the UWES. The Utrecht Work Engagement Scale (Schaufeli et al., 2006), a 14-item short version of the original competing value framework questionnaire, was applied. The use of a twenty-five-item instrument to measure motivation was determined through 20 items from modified version of EI Schutte et al. (1998) version (Austin et al., 1998). In contrast, the study used 33 articles and five items from ethical values instruments (Hunt et al. 1989).

The research described above investigated the connection between the variable motivation and the performance of startups. The fact that MOTIVATION yielded a positive and significant coefficient (0.627, p<0.001) suggested that employee motivation does, in fact, have a beneficial influence on employee performance in startups. (Dimitropoulos et al., 2019).

3.1.7. Results with variable commitment

Our research identifies commitment as one of the main variables in 4 studies among startups. Employee commitment was calculated using a 5-item scale developed (Weng et al.,2010). Allen & Meyer's (1990) 18-item scale was also used to measure the variable in a few studies; four questions related to affective commitment were taken from Allen and Meyer's (1990) scale to measure the required affective commitment. One part of the employee startup relationship is commitment, which was measured using an 18-point scale adapted from the items of OPRs (Hon & Grunig, 1999).

The above studies have clearly stated that commitment is one of the critical variables that influence employees’ startup performance. Commitment had a positive and highly significant coefficient (0.61, p<0.001). The quality of work directly affects the commitment of employees to the organization (Osibanjo et al., 2019).

3.1.8. Relationships of eligible articles identified via VOSviewer with the variable “Organizational commitment” from the overall cluster

According to figure 2, commitment is strongly connected to five different variables, namely, informational leadership, empowerment, leadership, organizational culture, and employee empowerment. As a result, commitment has five connections with a link strength of 11, and it appears eight times as a main variable.

3.1.9. Results with the variable Effective Performance

This review identified effective performance as an important variable in 4 papers. Effectiveness (Baron & Tang, 2009; (Delmar & Shane, 2006); Gimeno et al., 1997; (Shane & Stuart, 2002); (Kivimaki & Elovinio, 1999); (Phillips & Gully, 1997), and performance were measured using the 5-point scale (Tessema & Soeters 2006).

According to previous research, the capability of an organization is a factor that determines its effectiveness. (0.21, p<0.05). There is a favorable correlation between the effectiveness of the organization and the number of employees (0. 47, p<0.01). Both emotional intelligence and leadership have a beneficial influence on one's efficiency in the job.

3.1.10. Relationships between the number of eligible articles and variable effectiveness according to the VOSviewer dataset

Effectiveness is related to two primary factors, psychological empowerment and empowerment; therefore, it has two linkages with a link strength of 3, and it occurs five times as a primary variable. This can be seen in figure 2

3.1.11. Other studies included in the research

We found eighteen articles examining empowerment, motivation, commitment, effective performance, satisfaction, and its subvariables. An 18-point scale from the employee startup relationship impacts variables under study in the questionnaire framed by (Hon and Grunig, 1999). It is important to study the impact of leadership because most articles show leadership as one of the variables, and they show that transformational leadership has more influence on employees' effective performance (Charmas, et al., 2019). The leadership style must be flexible and nonhierarchical to strengthen
intrinsic motivation and employee empowerment). Entrepreneurial leadership is measured through a 26-item scale by Gupta et al. (2004) and a 10-item scale by Nadler & Tushman (1990) to measure CEO charismatic leadership.

In addition to evaluating the relationship between empowerment and other factors, a great deal of additional subvariables and extraneous variables need to be taken into consideration. Given the importance of leadership, transformational leadership has a significant impact on how well an organization performs (Chammas et al., 2019). A quality of life outside of work has a direct influence on commitment (Waribo et al., 2019). Startup companies have a distinct organizational culture that prioritizes the empowerment and participation of staff members. The company has to be adaptable, nimble, and sensitive to the requirements of its workforce (Da Costa, 2018).

Eighty-four patients were subjected to an additional analysis of the articles that were deemed eligible according to the PRISMA flowchart. The findings of this analysis have been included in the research.

3.1.12. Summarize the findings

The study concluded that entrepreneurs can pave the way for success through the style of business leadership they employ, as well as by preserving a nonhierarchical structure, empowering employees, and bolstering both intrinsic motivation and the spirit of employee collaboration. These are the key factors that led to the study’s findings. It was discovered that there are six primary difficulties that need to be addressed. These challenges include human resource management, financial management, marketing management, crisis management, and support measures and processes. In regard to people, such as training and development, recruiting workers who are enthusiastic about their work, compensation perks, employee security, career development, and information exchange, the performance of the startup is affected (Gopinath & Poornapiya, 2019).

Techniques involving people used by startups. 1) Establish a connection between an individual initiative and the end goal. 2) Begin on a modest scale, obtain input, and assess the situation; 3) maintain an excellent degree of quality; and 4) consider factors external to your firm. 5) Link to organizational culture (Rogers & Paul, 2018). Psychological empowerment and its characteristics can help explain how individuals become intrapreneurs. This approach would help foster intrapreneurship and encourage employee creativity and innovation (Alghamdi & Badawi, 2023).

The intrinsic value that millennial employees provide to a startup helps the firm turn a profit. Millennials make up the majority of the workforce in most startups. According to the findings of one study, startup companies are not necessarily gender-neutral workplaces. There is a favorable correlation between getting the startup ready to go and having a sense of being in control of your conduct (Thevanes, 2021). The use of observational monitoring had an effect on the confidence that employees had in the organization. On other occasions, however, they had the impression that they were in a very secure psychological environment 2021. More effort needs to be made by leaders to help people emotionally invest in the company they work for and engage them in meaningful work. The empowerment of workers is a mediator between leadership and innovation among employees of startups (Chammas et al., 2019).

Using VOViewer, the links utilizing the clusters were visualized separately within each cluster. The links, link strength, and occurrences were analyzed using software, with empowerment serving as the key variable with the maximum number of occurrences and links associated, followed by psychological empowerment, leadership, organizational commitment, and effectiveness, which had the fewest links and the average number of occurrences.

3.2. Discussion

Several studies have been conducted over the course of the last several decades to investigate the significance of an organization’s human resources. However, the fantastic concept is an outstanding idea of the interest in people issues and enabling them to perform better, which leads to mutual advantage in the startup sector. This is an awesome idea. One of the most difficult aspects of startups is human resource management (Aidin & Leo, 2020). The establishment of new businesses offers hope for the expansion of an economy (Kulkarni et al., 2020). The examination of 25 publications pertaining to startup personnel variables was the focus of this research, which opened the way for a deeper understanding of the topic. The underlying process that underlies the connection between empowerment and effective performance.

These facts support the claim that this factor affects the growth of any company. It is very necessary to. Keeping workers engaged, providing challenging work that contributes to the growth of their knowledge and abilities, and including them as active participants in the evolution of the firm are the only strategies that are effective in recruiting and maintaining excellent people. Managers and business owners who are developing new initiatives have a responsibility to pay close attention to how their staff are progressing. The firm’s name is ShaaSiSaga, and from the very beginning, the corporation prioritized fostering a culture of empowerment among its staff members, enabling individuals in various jobs to make important judgment calls on their own (Batra, 2017).

Previous studies have concentrated their attention on the attitudes of organizations toward the autonomy of their workers. According to the findings, companies have a distinctive corporate culture that is connected with employee
autonomy, employee engagement, and motivation, among other things (Da Costa, 2018). Businesses need to keep in mind the importance of maintaining a motivated workforce for their teams (Anjali et al., 2018).

Many studies have been conducted to investigate the effect that leadership has on various areas of employee performance. Leadership emerged as a new independent variable that needed investigation. In the process of formulating H.R. management, the management of the business exercises an appropriate leadership style. This results in the creation of a favorable working environment, which in turn influences creative employee behavior via empowerment. Therefore, this approach has the potential to enhance the innovative performance of organizations.

4. Limitations of the Study

Since the scope of the study was limited to that time period, the researchers could only look at papers published after 2010. After searching for additional publications, it was discovered that few relevant papers were published before 2010. There was discussion of measurement scales, but the actual instrument was missing from the majority of the studies. The majority of the related research has focused on an individual investigation of each starting variable. In the future, there is a need for studies on people management in relation to startup companies to provide papers on the topic.

5. Final Considerations

In summary, the findings of this investigation shed light on the influence that empowerment has on successful performance, with motivation, commitment, and leadership being seen as external elements. As a result, it is an eye opener for the research that is connected to the personnel impact in startups. Since this is the first review article addressing personnel aspects, it is also an eye opener for those studies. It has come to our attention that there is a large ding in the poll about the personnel considerations of startups. A bibliometric study that included all of the keywords yielded an overall picture of all of the clusters, which assisted the researcher in locating the connections between the keywords that were contained within all of the eligible articles.

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Ethical considerations

Not applicable

Conflict of Interest

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