

“EXPLORING THE RELATIONSHIP BETWEEN ADMINISTRATIVE EMPOWERMENT AND EMPLOYEE ENGAGEMENT IN ORGANIZATIONS: A QUANTITATIVE STUDY”

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Abstract

Purpose: The main objective of this study is to determine how front-line employees' involvement with their employment is impacted by providing them with the decision-making authority. "Administrative empowerment" is what we term this. Employees who are engaged feel excited, devoted, and in line with the mission and values of their company. **Design/methodology/approach:** This study employed the analytical quantitative research design, with a sample size of 217 employees of Bahrain's GPIC Private Company in order to gather data. Then, we examined the outcomes using a variety of statistical techniques, including multiple regression analysis, descriptive statistics, and correlation analysis. **Findings:** Main findings of this study include that workers are more enthusiastic about their jobs when they have more decision-making authority. This was a good, strong relationship. We also discovered that giving employees greater power affected how involved they were with their work, even after accounting for other elements such as the worker's demographics or the organization's regulations. Overall, our research demonstrates that granting employees more decision-making authority is a wise strategy for raising engagement and passion at work.

Keywords: Administrative empowerment, employee engagement, decision-making power, authority, organizational performance

1. INTRODUCTION

Over time, organizational research has become more interested in the leadership strategy of empowerment. It has been demonstrated that giving employees more decision-making authority raises their levels of engagement. Employee engagement refers to a person's passion and dedication for their work and the organization as a whole. Employees who are engaged at work are more likely to be productive, offer superior customer service, and stay in their positions longer.

The level of involvement, zeal, and dedication that employees have for their jobs is known as employee engagement. It is a gauge of how much workers value their work and how far they are prepared to go to further the interests of their company.

According to studies, motivated workers are more creative, productive, and likely to stick with their companies. Additionally, they are more willing to take risks and are less likely to make mistakes.

Increased productivity is one of the advantages of employee engagement since motivated employees are more willing to work hard and go above and beyond for their company.

Additionally, they are more likely to be creative and have fresh ideas that can advance the company. Additionally, better customer service: Excellent customer service is more likely to be delivered by engaged personnel. The likelihood of their being amiable, helpful, and knowledgeable is higher. Employee engagement also lowers turnover because motivated workers are less inclined to leave their employers. The company may spend less on hiring and training staff as a result.

Organizations can benefit from a highly engaged workforce's many advantages by taking initiatives to increase employee engagement. Research on the significance of employee engagement has revealed that engaged workers are 21% more productive than disengaged workers (Taranowsk, 2011), among other findings, a study by the Society for Human Resource Management found that companies with engaged employees have a 37% lower turnover rate than companies with low levels of engagement (Fayad and Easa, 2020), and another study by Towers Watson found that companies with highly engaged employees have a 20% higher profit margin than companies with low levels of engagement (Imandin et al. 2014).

Using the independent variable dimensions of missions, capacity, commitment, and culture, we will investigate in this literature review how administrative empowerment affects employee engagement. Given that GPIC Bahrain operates in a complicated and changing environment, this is especially crucial. Gaining insight into how employee engagement in a firm is impacted by administrative empowerment can be quite beneficial.

Our aim is to find out how these independent variables influence the link between employee engagement and administrative empowerment. We anticipate that by doing this, we will highlight the significance of administrative empowerment in promoting worker engagement and enhancing overall organizational performance.

The research questions that guide this study are: What is the level of administrative empowerment and employee engagement in GPIC? Is there a significant relationship between administrative empowerment and employee engagement in GPIC? To what extent does administrative empowerment predict employee engagement in GPIC, after controlling for other organizational and demographic variables?

The study's significance lies in its potential to inform organizational decision-making and practices regarding administrative empowerment and employee engagement. The study also contributes to the growing body of research on employee engagement and its antecedents in the Middle Eastern context.

2. THEORETICAL FRAMEWORKS

Administrative empowerment is a leadership approach that enables employees to take ownership of their work, make decisions, and contribute to organizational goals (Spreitzer, 1995). According to Hassan et al. (2021), administrative empowerment comprises several dimensions, including participation in decision-making, autonomy, access to information, and resources. Empowering employees through administrative means has been shown to positively impact employee engagement (Hassan et al., 2021).

Employee engagement, on the other hand, refers to the level of commitment and enthusiasm an employee has towards their work and the organization (Mone and London, 2018). Engaged employees are more productive, provide better customer service, and are less likely to leave the organization (Harter et al., 2002). According to previous research, employee engagement can be influenced by many different factors within an organization, such as its culture, mission, and capacity (Khan and Zaheer, 2018).

To better understand how administrative empowerment affects employee engagement, we have created a theoretical framework. We will use the independent variable aspects of missions, capacity, commitment, and culture to study this link, and this framework will aid in directing our research. We want to learn more about how these various elements interact with administrative empowerment to influence employee engagement levels.

Figure 1: Theoretical Framework for the Impact of Administrative Empowerment on Employee Engagement

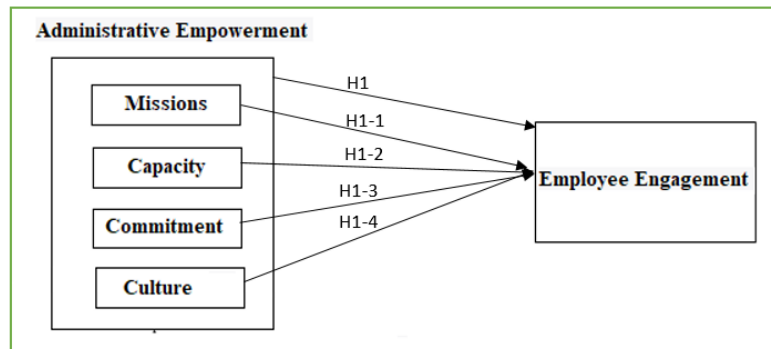


Figure 1: Study conceptual framework

We have developed a theoretical framework to direct our investigation into the connection between employee engagement and administrative empowerment. We think that administrative empowerment has a favorable impact on employee engagement, the dependent variable in our study, as illustrated in Figure 1. We also suggest that the four independent variables of missions, capacity, commitment, and culture have an impact on the link between administrative empowerment and employee engagement. According to our hypothesis, independent factors moderate the positive influence that administrative empowerment has on employee engagement.

Our concept is founded on the notion that staff members are more likely to feel invested in their work and the organization when they are granted administrative empowerment. Additionally, we think that the independent factors of missions, capability, commitment, and culture play a significant role in determining how administrative empowerment influences employee engagement. Our research will be built upon this theoretical framework, which will aid in identifying and analyzing the important links and structures that we will be focusing on. To guide our study hypotheses, we will evaluate earlier studies on administrative empowerment and employee engagement in the part that follows.

3. LITERATURE REVIEW

Administrative Empowerment and Employee Engagement

By giving employees resources and including them in decision-making processes, administrative empowerment is a leadership strategy that strives to promote employee autonomy and decision-making authority (Spreitzer, 1995; Hassan et al., 2021). According to research (Hassan et al., 2021; Li et al., 2018), administrative empowerment can increase job performance, satisfaction, and commitment.

Administrative empowerment has a positive impact on employee engagement, which is linked to better customer service, higher productivity, and reduced turnover rates (Mone and London, 2018; Harter et al., 2002). Our study hypotheses are informed by studies on administrative empowerment and staff engagement. While some studies have found a positive relationship between administrative empowerment and employee engagement, others have yielded mixed or inconclusive results (Hassan et al., 2021; Chaudhry and Javed, 2019; Baqutayan, 2016).

Given the importance of understanding the relationship between administrative empowerment and employee engagement, investigating the independent variables of missions, capacity, commitment, and culture in the context of GPIC Bahrain is crucial for informing organizational policies and practices related to leadership and management (Al Samman et al., 2021). The next section will review the literature on these independent variables to inform the hypotheses of this study.

Missions

The organization's missions are long-term goals that provide direction and purpose for employees (Van der Voet, 2019). Employees who understand and are aligned with the organization's missions tend to be more engaged and committed to their work. A study by Meyer, Stanley, Herscovitch, and Topolnytsky (2002) found that employees who perceive a strong connection between their personal values and the organization's missions have higher job satisfaction and are more committed to their work.

Additionally, when employees perceive that the organization's missions are meaningful and important, they tend to be more motivated and engaged (Macey & Schneider, 2008). According to Pierce, Gardner, Cummings, and Dunham (1993), an organization's mission can provide employees with a sense of pride and identity, which can lead to increased job satisfaction and commitment. The mission aspect of administrative empowerment is therefore anticipated to have a favorable effect on employee engagement.

"Create value through innovation, growth, and sustainability" is the organization's stated objective in the instance of GPIC in Bahrain (GPIC, 2021). Investigating whether this mission statement is effectively shared with employees and whether they consider it meaningful and significant to their job is therefore crucial. To learn more about how the mission component of administrative empowerment affects employee engagement in GPIC, further research can be done.

Capacity

The resources, equipment, and assistance that workers require in order to do their jobs well are referred to as their capacity (Spreitzer, Kizilos, & Nason, 2017). Employees typically feel more inspired and involved in their work when they have access to the appropriate resources (Mohmamed and Al Samman, 2022). According to Hackman and Oldham's employment qualities model from 1976, employment qualities like skill variety, task identity, and task significance are positively correlated with job satisfaction and motivation. Additionally, having access to opportunities for training and development gives workers more influence and boosts their level of involvement at work (Spreitzer et al., 2017).

According to a 2004 study by Bakker, Demerouti, and Verbeke, employment resources like autonomy, feedback, and social support have a beneficial impact on employee engagement. In a similar vein, Kim, Kim, and Kim (2018) discovered that workers tend to be more engaged and devoted to their work when they see their supervisor as helpful and giving them the tools and resources they need.

It is important to look into whether personnel at GPIC in Bahrain have access to the supplies, equipment, and assistance they need to do their jobs well. Assessing the degree of social support offered by managers and coworkers, the accessibility of training and development opportunities, and the liberty with which employees make decisions are all part of this process. To ascertain its effect on staff involvement in GPIC, the capacity dimension of administrative empowerment can be further researched.

Commitment

Employee commitment, which is defined as a person's loyalty and attachment to their employer, is a crucial component in increasing employee engagement (Meyer & Allen, 1997). The Social Exchange Theory states that when employees feel their organization is committed to them, they will reciprocate by becoming more engaged and committed to their work (Eisenberger et al. 2002). Therefore, fostering employee engagement greatly depends on company commitment.

The connection between corporate commitment and employee engagement has been the subject of numerous studies. For instance, a study by Kim and Kao (2014) discovered a favorable relationship between employee engagement and affective commitment, or an emotional bond with the company. In a similar vein, Mishra and Sahoo's (2018) research discovered that affective commitment serves as a mediator in the link between leadership and employee engagement.

Evaluating individuals' levels of commitment to the company is crucial for improving employee engagement at GPIC in Bahrain. This can be done by looking at variables like employee happiness, turnover rates, and organizational citizenship behavior. It will be feasible to assess how the commitment dimension of administrative empowerment influences employee engagement by understanding the amount of commitment among employees at GPIC.

Culture

A crucial component that significantly influences employee engagement is culture. The shared values, beliefs, practices, and behaviors that exist inside an organization are referred to as organizational culture (Cameron & Quinn, 2011). Employee satisfaction, engagement, and morale may all be raised by having a positive workplace culture. Employee disengagement and turnover can result from a bad culture, on the other hand (Denison et al., 2012).

Employee engagement and corporate culture have a substantial positive link, according to a 2019 study by Kim et al. According to the study, supportive cultures that encourage communication, employee growth, and appreciation result in higher levels of employee engagement. Similar findings were found by Jaiswal and Dhar (2016), who found that firms with a strong culture of employee empowerment had greater levels of employee engagement.

The culture of a company can also be affected by administrative empowerment. Employees tend to feel more respected and empowered when given the freedom and tools they need to succeed, which can result in good improvements in company culture (Kappagomtula & Nayak, 2018). On the other hand, a lack of administrative empowerment may have unfavorable effects including a micromanagement culture and mistrust (Srivastava & Bhatnagar, 2019).

Understanding how organizational culture and administrative empowerment affect employee engagement is crucial in the context of GPIC. The business must make sure that its personnel are motivated and engaged in order to spur productivity and creativity in a highly competitive sector. This study can offer insights into how GPIC can enhance its organizational culture to increase employee engagement and performance by looking at the impact of administrative empowerment on employee engagement across many cultural dimensions.

4. RESEARCH GAP AND HYPOTHESES

Although numerous studies have explored the link between administrative empowerment and employee engagement, there is still a lack of research, especially in the GCC region, on the specific dimensions of administrative empowerment that significantly impact employee engagement in a particular setting. Moreover, there is a research gap on the application of administrative empowerment and employee engagement studies in the petrochemical industry of Bahrain. Thus, this study aims to answer a main question, is there a statically significant relation between administrative empowerment and employee in GPIC of Bahrain? Focusing on the dimensions of missions, capacity, commitment, and culture. Through a literature review, the following hypotheses are proposed:

H1: Administrative empowerment has a positive impact on employee engagement in GPIC.

H1-1: Dimension of Missions has a positive impact on employee engagement in GPIC

H1-2: Dimension of Capacity has a positive impact on employee engagement in GPIC

H1-3: Dimension of Commitment has a positive impact on employee engagement in GPIC

H1-4: Dimension of Culture has a positive impact on employee engagement in GPIC

The hypothesis will be tested using quantitative research methods, which will be described in the methodology section.

5. DATA ANALYSIS AND DISCUSSION

Table 1: Descriptive Statistics of the Study Sample

Variable	Category	Repetition	Percentage
Gender	M	171	%90.5
	F	18	%9.5
Age	<30	3	%1.6
	31-40	74	%39.2
	41-50	62	%32.8
	>50	50	%26.5
Qualification	High School	38	%20.1
	Bachelor	122	%64.6
	Higher Studies	29	%15.3
Position Status	Employee	3	%1.6
	Supervisor	7	%3.7
	Head of a Section	43	%22.8
	Dept. Manager	136	%72.0

Source: Study Data Analysis

The above table shows the descriptive statistics of the study sample, which includes the number and percentage of participants in each category for the variables of gender, age, qualification, and position status. The study sample comprised mainly male participants (90.5%), with the remaining being female (9.5%). The highest proportion of participants fell within the 31-40 age group (39.2%), followed by the 41-50 age group (32.8%), while the smallest percentage was in the <30 age group (1.6%). The majority of participants held a bachelor's degree (64.6%), with 20.1% having a high school qualification and 15.3% having higher studies. Department managers made up the majority of participants (72%), followed by section heads (22.8%), while employees made up the least amount of participants (1.6%).

Despite the fact that the results shed light on the demographic traits of the study sample, it is vital to recognize that because the sample only consists of employees from one firm, it may not be entirely representative of the general population. The findings may be more broadly applicable in the future if a more varied sample is used.

Table 2: Survey Dimensions Validity Coefficient (N=50)

Variable	Empowerment Dimensions					Employee Engagement
	Missions	Capacity	Commitment	Culture	Empowerment Total	
Validity Value	0.731	0.638	0.815	0.853	0.895	0.915
No. of Paragraphs	5	5	5	5	20	15

Source: Study Data Analysis

The table lists the number of items needed to calculate the stability value, validity coefficients, and employee integration for each survey dimension. The findings show that all dimensions have high levels of validity, with validity coefficients ranging from 0.638 to 0.915.

These results imply that the study's survey tool is accurate in measuring the concepts of administrative empowerment and staff integration. To guarantee that the data gathered is reliable and can be utilized to support reasonable conclusions regarding the study issue, a suitable survey instrument is essential.

Table 3: Pearson Correlation Values between Admin Empowerment and Employee Engagement (N=217)

Variables		Admin Empowerment Dimensions				
		Mission	Capacity	Commitment	Culture	Total Admin Empowerment
Employee Engagement	Pearson Co.	0.792**	0.800**	0.777**	0.748**	0.897**
	Significance	0.000	0.000	0.000	0.000	0.000
	Sig. Status	Significant	Significant	Significant	Significant	Significant
	Rank	2	1	3	4	Significant
		**Significant at (0.01)		*Significant at (0.05)		

Source: Study Data Analysis

The table displays the findings of a correlation analysis between "employee integration" and the aspects of "administrative empowerment": tasks, ability, dedication, culture, and total level of administrative empowerment. With correlation values ranging from 0.748 to 0.800, the findings demonstrate a strong positive link between all aspects of administrative empowerment and staff integration. With a correlation coefficient of 0.897, the overall level of administrative empowerment and staff integration also have a very strong positive relationship. The results are statistically significant at a level of 0.01 for all correlations, which have p-values of 0.000.

In plainer terms, these findings imply that there is a strong and significant relationship between staff integration and administrative empowerment. In other words, people are more likely to feel integrated into the company if they feel empowered in terms of their jobs, abilities, dedication, and culture. Therefore, firms that aim to enhance employee integration should concentrate on empowering workers in these administrative empowerment dimensions. These results may be useful to businesses trying to increase workplace integration and employee engagement.

Table 4: Multiple Regression to Test Impact of Admin Empowerment on Employee Engagement (N=217)

Source	Total Squares	Average Squares	Freedom	R	R ²	Adj R ²	F-Value	p-Value	Sig. Level
Regression	16.208	4	4.052	0.809	0.654	0.644	27.092	0.00	0.01
Residual	27.520	184	0.150						
Total	43.728	188							

Source: Study Data Analysis

The multiple regression analysis used to assess the impact of administrative empowerment on employee engagement is shown in the above table. The three components of the variance in the analysis—regression, residual, and total—are listed in the "Source of Variation" column. The amount of variance that each component has contributed to overall is displayed in the "Sum of Squares" column. The average variance that each degree of freedom in each component accounts for is shown in the "Mean Square" column. The number of degrees of freedom connected to each component is shown in the "Degrees of Freedom" column. The correlation coefficient (R) between the independent variable (administrative empowerment) and the dependent variable (employee engagement) is also displayed in the "Correlation Coefficient" column. The proportion of the dependent variable's variation that can be explained by the independent variable is shown by the coefficient of determination (R²), which is displayed in the "Coefficient of Determination" column. The coefficient of determination is adjusted for the number of independent variables used in the study in the "Adjusted Coefficient of Determination" column.

Additionally, the "F-Value" column displays the F-statistic for the regression model's overall significance. If the null hypothesis—that there is no association between the independent and dependent variables—were true, the "p-Value" column would display the probability value associated with the F-statistic, which would indicate the likelihood of obtaining a result as extreme as the one seen. The level of significance at which the null hypothesis can be rejected is shown in the "Significance Level" column. The regression model has a statistically significant F-value of 27.092 and a p-value of 0.00, according to the findings. According to the modified coefficient of determination (R²), administrative empowerment explains 64.4% of the variation in employee engagement. This shows that employee engagement is significantly impacted by administrative empowerment.

Table 5: Beta Value for the Multiple Regression to Test Impact of Admin Empowerment on Employee Engagement (N=217)

Dimensions	B	β	T- value	p-value
Mission	0.454	0.498	5.655	0.009
Capacity	0.585	0.535	6.064	0.000
Commitment	0.324	0.291	4.346	0.000
Culture	0.280	0.197	2.136	0.025

Source: Study Data Analysis

The results of a multiple regression study that looked at how administrative empowerment affects employee engagement are shown in the table. The beta values show that tasks, ability, commitment, and culture—the four aspects of administrative empowerment—all have a favorable impact on staff engagement. Ability has the greatest impact on employee engagement of the four variables ($\beta = 0.535$, $p = 0.001$). This shows that employee engagement levels are much higher when they have the necessary abilities, information, and resources to complete their work. Employee engagement is strongly positively correlated with the dimension of tasks ($\beta = 0.498$, $p = 0.009$), suggesting that having clear and important job responsibilities can

increase employee engagement. The dimensions of commitment ($\beta = 0.291$, $p < 0.001$) and culture ($\beta = 0.197$, $p = 0.025$) also positively impact employee engagement, although not as strongly. This suggests that firms can promote higher levels of engagement when they foster a favorable organizational culture and a strong sense of commitment among their workforce.

Overall, these findings show how crucial it is for businesses to give workers administrative authority in order to encourage employee engagement. Organizations may increase employee engagement levels, which will result in better performance and productivity, by giving employees the proper training, tools, and job duties.

6. CONCLUSION

The relationship between administrative empowerment and employee engagement has been carefully examined in this research, and the findings strongly imply that the two variables are related in a positive way. This indicates that empowering people can raise their level of engagement at work.

Moreover, even after accounting for other organizational and demographic factors, our analysis showed that administrative empowerment still had a significant impact on employee engagement. This emphasizes how important administrative empowerment is to raising worker engagement in contemporary firms. In general, corporate leaders and managers who are interested in boosting employee engagement and organizational performance should consider the study's conclusions. A future study in this area should focus on defining the precise ways in which administrative empowerment affects employee engagement and looking into any moderating factors that may exist in this connection.

7. STUDY SIGNIFICANCE AND DIRECTION FOR FUTURE STUDIES

Study Significance

The findings of this study are significant because they advance our understanding of the connection between employee engagement and administrative empowerment. The study emphasizes the significance of empowering employees through administrative practices to increase their engagement levels with their work. These insights can be useful for managers and organizations that aim to enhance employee engagement, which can ultimately translate to improved organizational performance.

Direction for Future Studies

In the future, researchers can expand upon the results of this study by delving deeper into the specific administrative practices that lead to employee empowerment and engagement. They can also explore the influence of individual factors, like personality traits and motivation, on the link between administrative empowerment and employee engagement. Furthermore, future studies can examine how employee engagement affects other important outcomes, such as job satisfaction and turnover rates. Lastly, researchers can investigate how cultural differences and industry-specific factors may impact the relationship between administrative empowerment

and employee engagement. These research avenues can provide valuable insights for organizations and managers seeking to enhance employee engagement and improve organizational performance.

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