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## **“Test The Influence of Empowerment Employees on Motivation: Empirical Study ”**

DR. Hussain K. Hussain Alagele

Email: [Hussain.alagele@gmail.com](mailto:Hussain.alagele@gmail.com)

(Ministry of Higher Education and Scientific Research / Scholarships and Cultural Relations Directorate)

### **ABSTRACT**

Higher education is one of the important and important sectors in the process of development and development through its scientific, theoretical and technological contributions, as it includes human resources that contribute to the development of capacities. Therefore, the employees in this sector are one of the sources through which to expand in various fields of science and theory and expansion in the field of technology. The employees in this sector play a major role in the promotion process. In this study, two basic variables were chosen: empowerment of employees and motivation because they have a significant role and a significant impact on workers. The main objective of this study was to measure the relationship and effect of empowerment of employee to motivation. A random sample was taken from the College of Israa University where the data was collected through the questionnaire, which is a major source of data collection in this study. The data were analyzed using the structural Equations modeling (SEM) through Program AMOS version (23). The results showed that there is a strong correlation between employee empowerment and motivation, and results show that empowerment of employees to affect motivation.

**Keywords:** Motivation, Empowerment of employees, structural Equations modeling SEM

## 1. Introduction

The higher education sector contributes significantly to the process of advancement and development because it contributes to the development of capacities and depends on human resources and scientific competencies, which is one of the main pillars. These human resources require attention and focus on them is essential to be motivated to achieve the goals of the Organization. In addition In light of the rapidly changing and developments experienced by the outside world of competition and what is the best and commensurate with the existing expertise and human potential. It is the administrative work of the most important sources in the nature of the business career as the success of the institutions built on the success of the administrative work it comprises human resources and thus the success of administrative work must include highly qualified human resources and possesses expertise in administrative and technical work and features standard on from what gained by expertise in the areas of different to technological and how to deal with work with high accuracy and high efficiency and quality data, Thus contributing organizations of various small, medium and large sizes to the attention of human resources through scientific training be brought into the courses to raise the level of their performance and earned them different areas of science which increases their giving in their work as they have gained knowledge. They are the key to success in this virtual organizations should attention and the nature of the administrative work and what features of the human potential and resources technology and scientific fact that Leads us to success with the development of plans and goals and Strategies various short, medium and long types being complementary to the work of the administrative and success of the organization. according to (Weihrich, Cannice, & Koontz, 2008) Which was described as a motivation as a general term applicable in different times, such as leadership, needs and others and is considered to be very important in the administrative work. Butkus and Green( 1999) show The word "motivation" refers to the word "motivation", meaning "movement" or "gust" towards a particular action. According to (Gill,2011:P.233) refers to enable workers to function meaningful through which employees feel freedom and independence and contribute directly or indirectly participate in decision-making. This study will focus on study the

relationship between employees empowerment and motivation in College of Isra University.

## **2. Literature review**

This theoretical aspect in terms of explaining the concepts in detail with the mention of previous studies, this aspect of the important aspects of the research as it deals with a series of previous studies and also provides a clearer explanation of the variables used in this study as shown:

### **2.1 Employee Motivation**

The motivation of employees is one of the most important topics in the field of administrative work as it is one of the methods that can be used by managers to encourage employees to increase their ability to work and raise their level of performance and their practical level in line with the nature of work and with high accuracy and to motivate the many concepts put forward by many researchers , where he was known as one of the motivation policies and plans pursued by the managers in the implementation of the business, which specializes in administrative work as the Director for the purpose of encouraging workers to raise the level of productivity of their work (Reena & Ahmed, 2009). As well as noted (Manzoor, 2011) feel working in organizations with joy and disappointment when motivate and encourage them, and this is reflected positively on the work of the Organization. (Baldoni, 2005) noted that leadership contributes effectively and directly to motivating employees. According to (Annamalai, 2010) that the organizations that contribute to the maintenance and which contribute to the increase and development of administrative work for workers must be applied to the concept of motivation. the motivation is an internal force that contributes to the action and guidance of the individual towards the completion of work(Campbell & Pritchard, 1976, Pinder, 1998). Motivation should be one of the qualities, methods and methods that must be available in the leadership that assumes the duties of the manager in the organization (Manmohan,2013) .

#### **2.1.1 - Factors Affecting The Motivation**

According to Sara et al. (2004) motivation is material or moral in both cases which motivates workers to achieve work with high precision, As well as confirmed and added (Houran. J,2011) where workers work the fact that it is linked to their salaries, and the loft is divided factors on the motivation into two main groups are the first set of material incentives The second group non-financial incentives, or the so-called incentives moral. He also (Manzoor, 2011) that the physical aspect is the most substance for workers in any organization that most factors in the effect of motivation is the physical motivation. The added (Reena, 2009) that one of the management tools that you use is Rewards and pay is the system of material incentives directly on the individual work towards raising the level of performance of the individual or group and this system is used in all companies that contribute to raising the level of performance of its employees.

## **2.2 Employee Empowerment**

The empowerment of employees is seen through both managerial and cognitive approaches, as well as through a psychological perspective. Thus, employee empowerment can be defined as the ability that the employee has and through which he derives his abilities towards achieving organizational goals and performing tasks and duties (Conger & Kanungo, 1988) Or a high level of experience through the core motivations and fundamental tasks (Thomas & Velthouse, 1990). Kanter (1979) viewed Empowerment is seen as the core and fundamental process through which managers provide staff with three sources: power: providing basic resources, support and authority to act, information and feedback. Arnold, Arad, Rhoades, and Drasgow (2000) and Ahearne, Mathieu, and Rapp (2005) Empowering employees through leadership is defined as enabling leadership as one of the patterns and behaviors that enhance administrative work and contribute to enhancing participation in decision-making by expressing high confidence and providing autonomy from bureaucracy. It is considered to be an important and fundamental concept that has been developed by Bowen and Lawler (1992, 1995). The researcher's choice of the concept of employee empowerment is due to a set of reasons by which results can be compared In this study, the researcher obtained a growing range of research on employee empowerment through management approaches (e.g., Arthur, 1994; Fernandez & Moldogaziev, 2013a, 2013b; Gardner et al., 2011; Grissom, 2012; Kim, 2002; H. Lee et al., 2006; Moynihan & Landuyt, 2008; Perry, 2004; Wright & Kim, 2004). According to (p.

233: 2011, Gill) refers to enable workers to function meaningful through which employees feel freedom and independence and contribute directly or indirectly participate in decision-making. Also there are researchers from the broad concept of empowering workers that capacity can through which staff from the recruitment plans and control their implementation, as well as speed of delivery business and goals planned and rapid response and control the nature of the business and rapid response to customers (Durai 2010: 432). Demirci and Erbas (2010), where he noted the concept of empowerment of workers as one of the unique, modern and unique in the field of scientific management methods by enabling the fact that workers are from which to discuss Alqzaih related to the staff and the organization and are finding solutions to those issues. Ghosh (2013) also suggests that empowerment of workers can be described and illustrated through different major models or perspectives (growth, social, psychological, logical, and integrative)

Kahreh et al. (2011). He added that through the empowerment of workers and through the psychological side can identify the nature of the prevailing climate in the organization. According to Lee and Koh (2001) and Zeglal et al. (2014), it was emphasized that psychological empowerment is the most common form of empowerment among FAO staff.

Thomas and Velthouse (1990), and Spreitzer (1995). This has also been confirmed that psychological or psychosocial empowerment is of great interest among organizations because this is the most common empowerment among workers. Psychological empowerment also refers to the great motivational awareness of the workers and the great reflection on the nature of the work among the workers, because it is an important psychological factor that motivates the workers to perform the work as required and with high precision (Spreitzer 1995).

The human resources in the organization are human resources, which must be developed in the required manner and commensurate with the data of the organization in order to increase and raise the level of performance and this is through the motivation and empowerment of workers and are considered one of the most important methods used by the organization in raising the level of performance of existing workers or human energy Within the organization and this has been confirmed by many researchers (Chen, Liaw, & Lee, Liu, Chiu, & Fellows, 2007).

## **2. Strategic framework for empowerment:**

The strategic framework for empowerment is based on what it contributes to in line with the reality of the organization and by raising the level of organizational performance of the employees. The strategic framework for empowerment is reflected in the development of plans and objectives that enable employees to formulate organizational policies of the organization and to (Kings, 178: 2002) An opportunity to take the decision to all levels of administrative leadership and this helps to provide the organization full information to the administrative leaders, which are those leaders need it, and this promotes knowledge through the activation of the strategy. The empowerment is high through which feel the personnel working in The organization is about to work in a way that can affect the productivity of the work or improve the production of the organization through the contribution it makes to the work (Gervase, 1998, p.43).

## **3. Statement of problem**

Higher education is considered one of the main and main sectors of the human resources. In this regard, we note that the private sector has played a role in attracting human resources and scientific competencies and has become a great competitor in the private sector, so attention to human resources is very important as it is one of the important pillars and interest comes through stimulation Empowerment of employees and through this study will focus To measure the study of the relationship and the impact between empowering workers and motivation at the University College Isra of iraq.

## **4. Hypothesis and objectives of study**

In this field, the main hypothesis of the study includes the following:

- There was a relationship between empowerment and motivation

The main objective of the research or study is the following:

- To study the relationship between employee empowerment and motivation in the University College Isra of iraq.
- To measure the effect of employee empowerment on motivation in the University College Isra of iraq.

## 5. Data collection and analysis

This field includes a detailed explanation of how the data were collected and analyzed. The data was collected through the questionnaire as a key tool in data collection, which was formulated based on previous studies with the appropriate procedure in line with the study. The independent variable is to employee empowerment and dependent variable is employees motivation. The item of the questionnaire on the empowerment measured were through (8) items was adopted from (Hayes,1994) using a five-point Likert-type scale (ranging from 1 “strongly disagree” to 5 “strongly agree”). . And motivation employees measured by (16) items the Work Extrinsic and Intrinsic Motivation Scale used adopted from (Tremblay, Blanchard, Taylor, Pelletier, & Villeneuve, 2009) used Likert-type scale ranging from 1 (never) to 7 (always) . Where questionnaires were distributed to the employees of the in the University College Isra of iraq and 192 questions were collected and the valid ones were for analysis The questionnaire was analysis by using the Structural Equation modeling (SEM) , which includes the first two phases (Phase I : measurement model) and (second phase : structural modeling) The table 1,2 explain sample about age and gander

TABLE (1) : Frequency Table age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid less than - 30	42	21.9	21.9	21.9
between 31 - 40	92	47.9	47.9	69.8
between 41 - 50	41	21.4	21.4	91.1
60 - above	17	8.9	8.9	100.0
Total	192	100.0	100.0	

TABLE (2) : Frequency Table for gander

		<b>Gander</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	90	46.9	46.9	46.9
	famle	102	53.1	53.1	100.0
	Total	192	100.0	100.0	

## 6. Result

### 6.1 Reliability Analysis

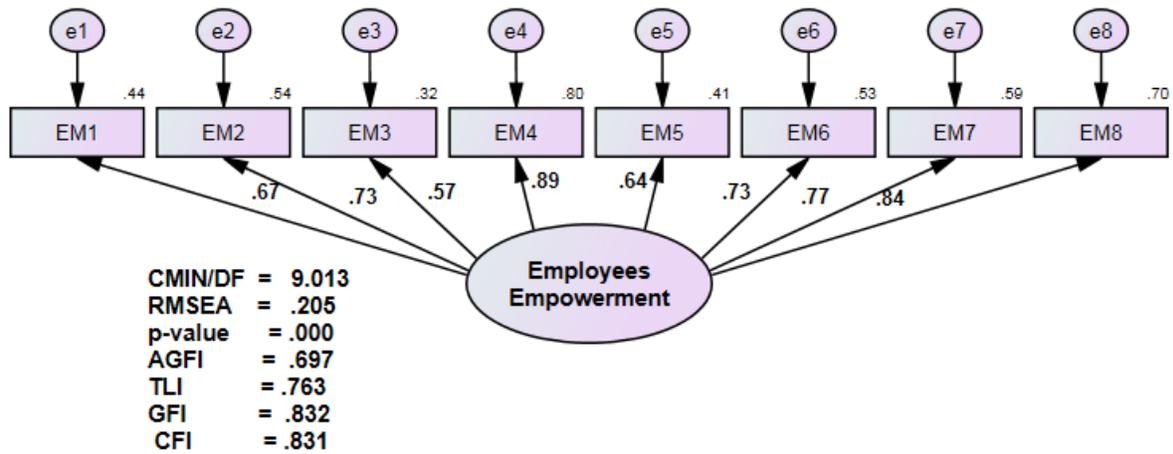
The results of analysis shows that the cronbach"s alpha for all the scales were greater than 0.7 which is enough for the acceptable level, as the recommended value is 0.7 or better by Nunnally (1978, p. 245) and 0.60 by Moss et al. (1990). It shows that all the 24 items were reliable As shown in the table below:

Table (3): Reliability Analysis

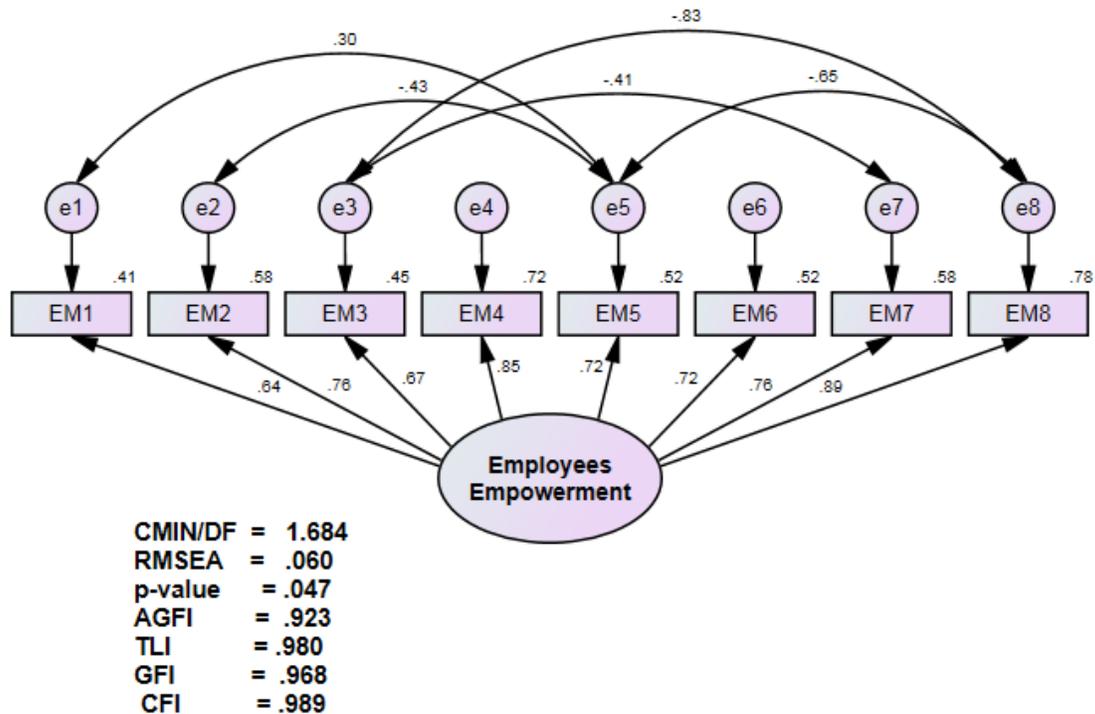
<b>Variables</b>	<b>Items</b>	<b>cronbach"s alpha</b>
Employee Empowerment	8	0.90
Employee motivation	16	0.79

### 6.2 Measurement Model For Employee Empowerment:

The measurement model consists of two constructs, which can be evaluated by using the confirmation factor to be appropriate with the nature of the indicators used: goodness-of-fit index (GFI), root mean square error of approximation (RAMSEA), comparative fit index (CFI), adjusted goodness-of-fit (AGFI), chi-square (CMIN/df) and Tucker Lewis Index (TLI), the first tested variable (Fig. 1).



**Figure (1) : The Measurement Model For Employee Empowerment**



**Figure (2): The Measurement Model For Employee Empowerment After Modification**

Note that the indicators in Figure (1) were not acceptable, such as (CFI,IFI,GFI,AGFI,RAMEA) but the factor of effect is good and acceptable to be more than (0.50) so the model needed to make modification and retest the test again as indicated in Figure (2)

Note all indicators in figure (2) are acceptable and as good as CFI= (0.989) , GFI=(0.968) , TLI= (0.980) , AGFI= (0.923) and p-value=(0.046), RMSEA=(0.060) and CMIN/DF=(1.684) These indicators were based on Table (4).

**TABLE (4) : Assessment of Goodness of Fit**

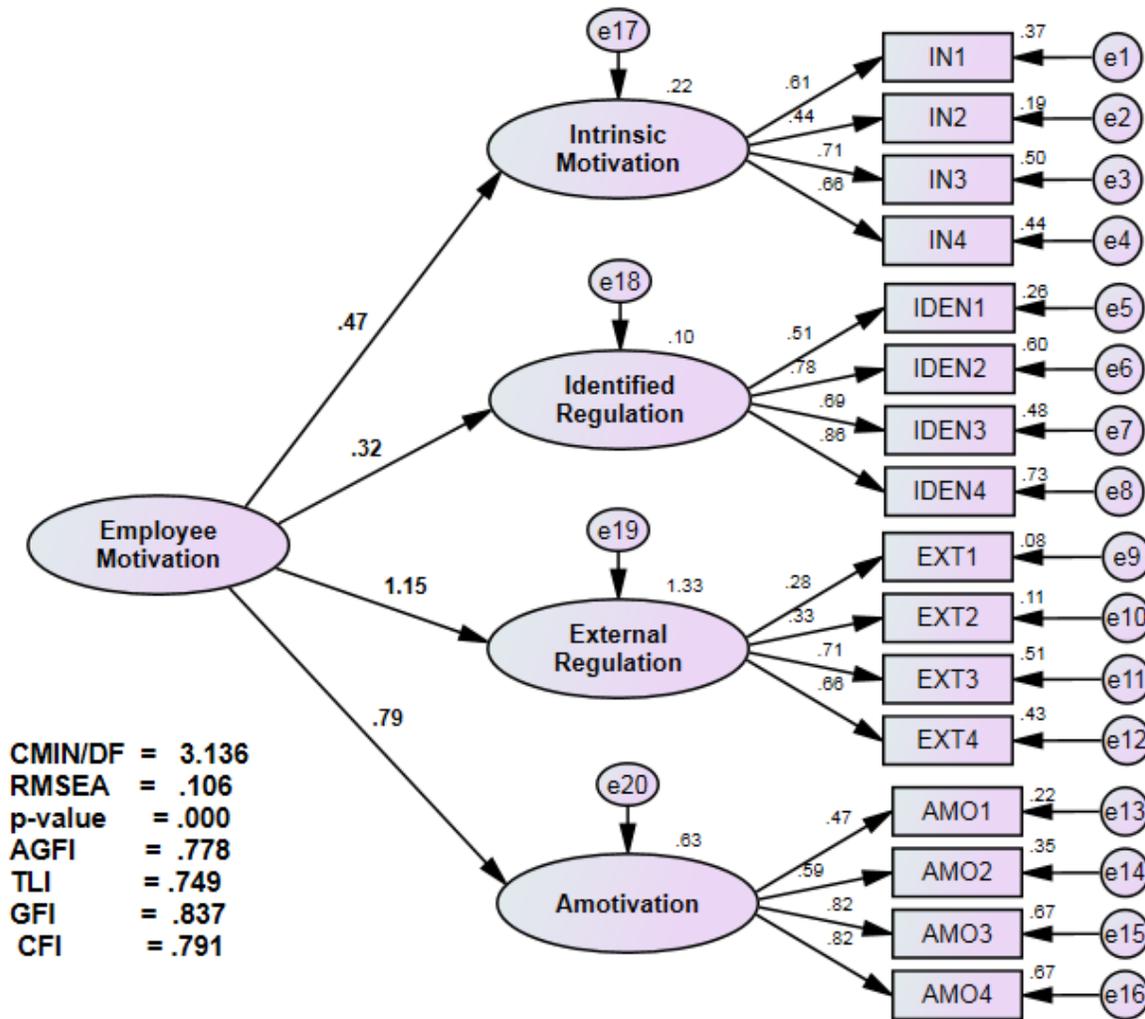
<b>Types of constructs</b>	<b>Cut-off</b>
Chi-square (x2 )	Smaller to 0
Degree of freedom (df)	
Probability (P)	$\geq 0.05$
CMIN/df	$\leq 2-5$
Goodness of fit index (GFI)	$\geq 0.90$
Adjusted goodness of fit index (AGFI)	$\geq 0.90$
Comparative fit index (CFI)	$\geq 0.95$
Root mean squared error of approximation (RMSEA)	$\leq 0.08$

Source: Hair et al. (1998, 2010), Byrne (2001, 2010), and Ernest et al. (2008).

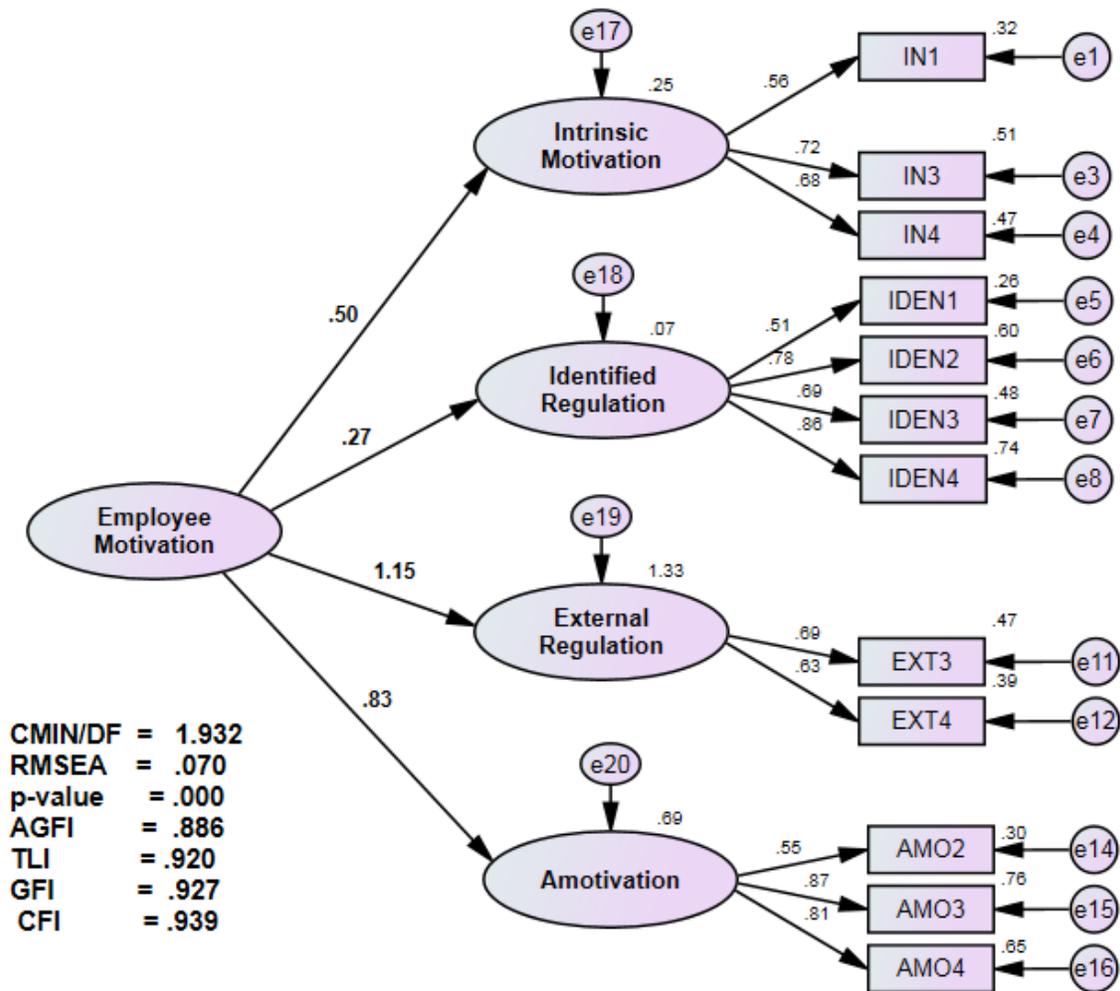
### **6.3 Measurement Model For Employee Motivation:**

The measurement model consists of two constructs, which can be evaluated by using the confirmation factor to be appropriate with the nature of the indicators used: goodness-of-fit index (GFI), root mean square error of approximation (RAMSEA), comparative fit index (CFI), adjusted goodness-of-fit (AGFI), chi-square (CMIN/df) and Tucker Lewis Index (TLI), the first tested variable (Fig. 3).

Note that the indicators in Figure (3) were not acceptable, such as (CFI,IFI,GFI,AGFI,RAMEA) so the model needed to make modification and retest the test again as indicated in Figure (4)

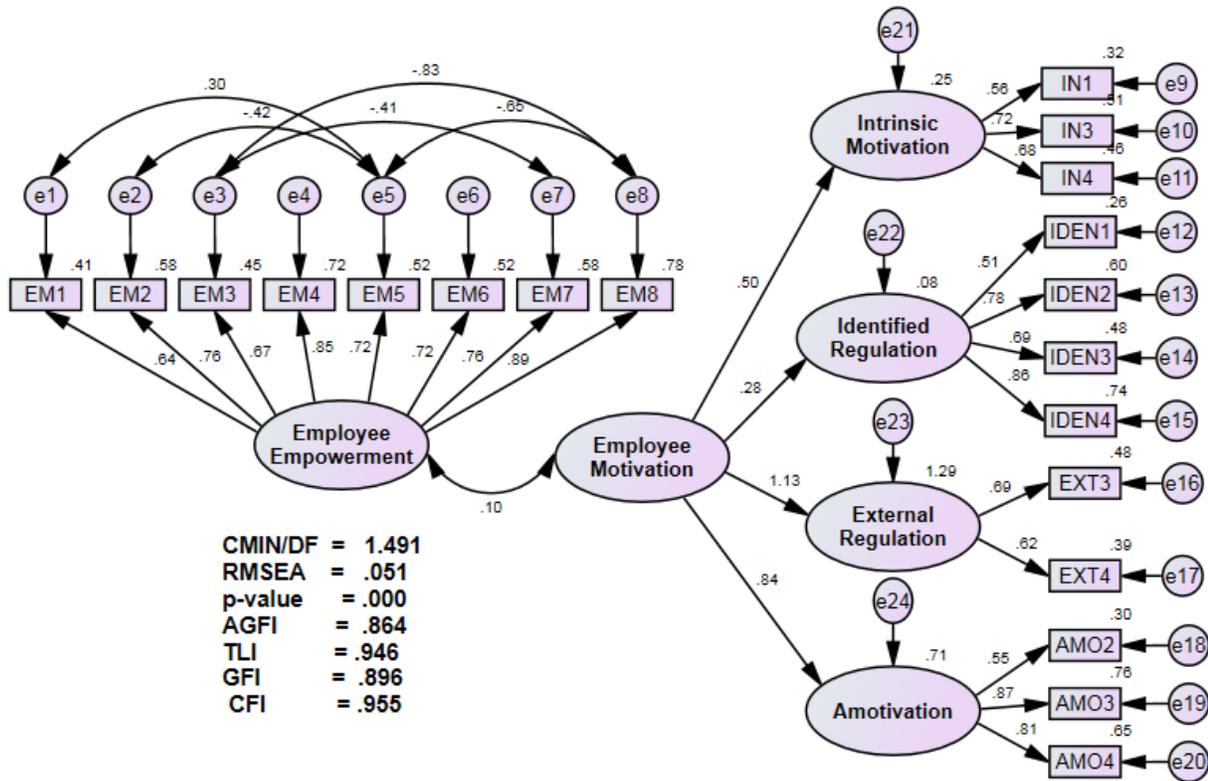


**Figure (3): Measurement Model For Employee Motivation**



**Figure (4): Measurement Model For Employee Motivation After Modification**

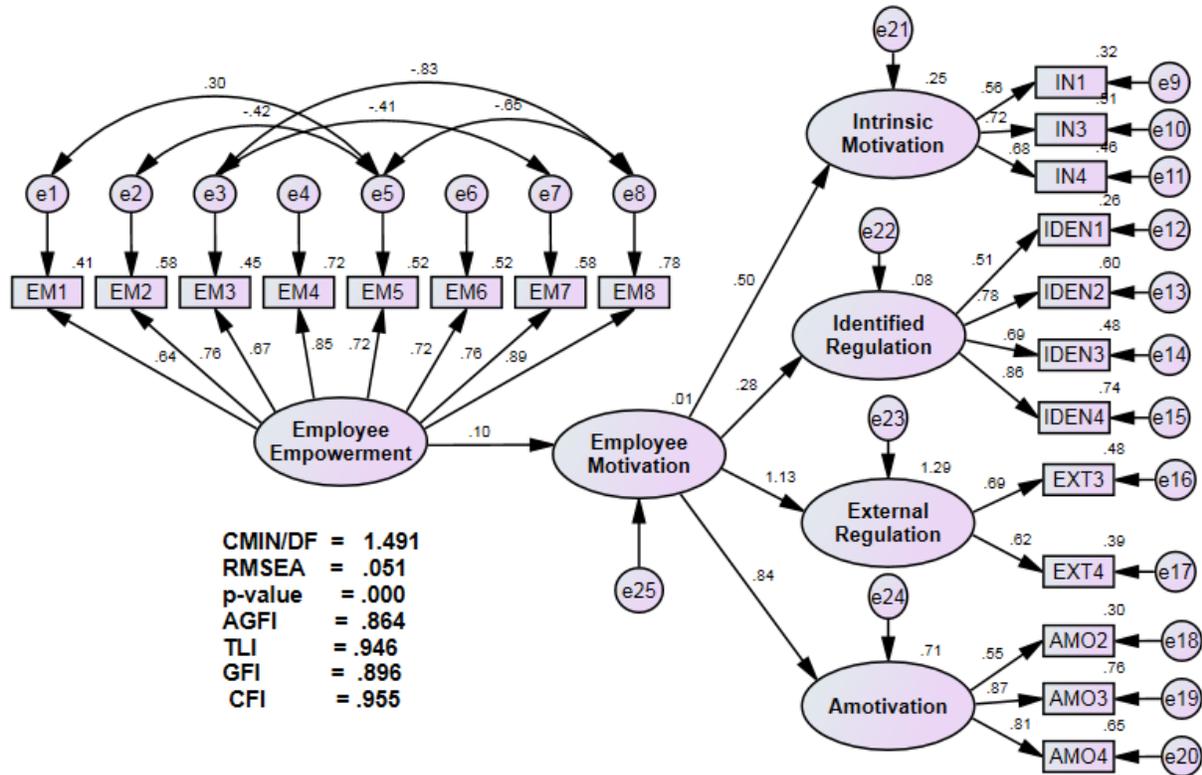
Note all indicators in figure (4) are acceptable and as good as CFI= (0.939) , GFI= (0.927) , TLI= (0.920) , more than 0.90 and p-value=(0.000), RMSEA=(0.070) and CMIN/DF=(1.932) These indicators were based on Table (2) above but AGFI (0.886) would be good for model fit according to (Chin and Todd, 1995).



**Figure (5): Measurement Model For Employee Empowerment and Motivation**

### 6.4 Structural Model For Employee Empowerment and Motivation

The second phase of the structural equation model is the structural model and based on the result obtained through the oxidative factor where it is clear that the structural model is stable with regard to the final measurement and adjustment model . Figure 6 shows that empowerment of employee has a effect on motivation



**Figure (6): Structural Model For Employee Empowerment and Motivation**

Table (5) shows that empowerment of employee positively affects motivation

**Table (5) : Standardized Regression Weights**

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
Employee_Motivation <--- Employee_Empowerment	.104
Intrinsic_Motivation <--- Employee_Motivation	.503

		Estimate
Identified_Regulation	<--- Employee_Motivation	.282
External_Regulation	<--- Employee_Motivation	1.134
Amotivation	<--- Employee_Motivation	.844
EM1	<--- Employee_Empowerment	.640
EM2	<--- Employee_Empowerment	.763
EM3	<--- Employee_Empowerment	.669
EM4	<--- Employee_Empowerment	.846
EM5	<--- Employee_Empowerment	.720
EM6	<--- Employee_Empowerment	.719
EM7	<--- Employee_Empowerment	.765
EM8	<--- Employee_Empowerment	.886
IN1	<--- Intrinsic_Motivation	.563
IN3	<--- Intrinsic_Motivation	.717
IN4	<--- Intrinsic_Motivation	.680
IDEN1	<--- Identified_Regulation	.509
IDEN2	<--- Identified_Regulation	.776
IDEN3	<--- Identified_Regulation	.690
IDEN4	<--- Identified_Regulation	.858
EXT3	<--- External_Regulation	.694
EXT4	<--- External_Regulation	.621
AMO2	<--- Amotivation	.549
AMO3	<--- Amotivation	.871
AMO4	<--- Amotivation	.806

## 7. Conclusion

It is clear from the above results that the stimulus variable is an important factor in motivating workers towards development and capacity development and is directly influenced by empowerment. Therefore, empowerment is one of the main variables affecting motivation. The results show that there is a strong correlation between empowerment of employee and motivation, and that empowerment of workers positively affects motivation. This has been supported by previous studies ( Tutar, H., & Cakiroglu, D. ,2011).The main objective of the study is to identify and understand the relationship and effect that enables the workers to be stimulated at the College of Al-Isra University

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