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**THE IMPACT OF EMPOWERING LEADERSHIP ON
EMPLOYEE ENGAGEMENT: EXAMINING THE
MEDIATING ROLE OF EMOTIONAL STABILITY**

Omid MIRZADA

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1)Tez Danışmanı: Doç. Dr. Ümit Deniz İlhan

.....

2) Jüri Üyesi: Dr. Öğr. Üyesi Hande Sağlam

.....

3) Jüri Üyesi : Prof. Dr. Uğur Yozgat

.....

Not: Öğrencinin Tez savunmasında **Başarılı** olması halinde bu form **imzalanacaktır**. Aksi halde geçersizdir.

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Omid MIRZADA

**MASTER'S THESIS
BUSINESS AND ADMINISTRATION MASTER'S PROGRAM
WITH THESIS**

MASTER'S THESIS ADVISOR
Assoc. Prof. Dr. Ümit Deniz İLHAN

MASTER'S THESIS JURY MEMBERS
Prof. Dr. Uğur YOZGAT
Assist Prof. Dr. Hande SAĞLAM

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ABSTRACT

THE IMPACT OF EMPOWERING LEADERSHIP ON EMPLOYEE ENGAGEMENT: EXAMINING THE MEDIATING ROLE OF EMOTIONAL STABILITY

This study investigates how empowered leadership affects employee engagement in Kabul's private banking sector, using emotional stability as a mediating element. Data from 248 employees were collected on a 5-point Likert scale and analyzed using Pearson correlation and multiple regression. The findings indicate that empowered leadership improves both emotional stability and staff engagement. Emotional stability also increases engagement and helps to balance the relationship between leadership and engagement. Empowering methods like trust-building and collaborative decision-making promote autonomy and emotional well-being, resulting in increased job involvement and pleasure. The study emphasizes the value of emotionally supportive leadership in improving employee morale and productivity. It adds to the literature on leadership and participation by proposing further study using larger samples and longitudinal approaches.

Keywords: Empowering Leadership, Emotional Stability, Employee Engagement

Date: May 10, 2025

ÖZET

GÜÇLENDİRİCİ LİDERLİĞİN ÇALIŞAN BAĞLILIĞI ÜZERİNDEKİ ETKİSİ: DUYGUSAL İSTİKRARIN ARACI ROLÜNÜN İNCELENMESİ

Bu çalışma, Afganistan'ın Kabul kentindeki özel bankacılık sektöründe güçlendirici liderlik, duygusal istikrar ve çalışan bağlılığı arasındaki ilişkiyi incelemektedir. 248 banka çalışanından anket yoluyla toplanan veriler, 5'li Likert ölçeğiyle değerlendirilmiş ve Pearson korelasyonu ile çoklu regresyon analizi uygulanmıştır. Bulgular, güçlendirici liderliğin hem duygusal istikrarı hem de çalışan bağlılığını olumlu etkilediğini; duygusal istikrarın ise çalışan bağlılığı üzerinde anlamlı bir etkisi olduğunu göstermiştir. Ayrıca, duygusal istikrarın bu ilişkiyi kısmi olarak aracıladığı bulunmuştur. Güven oluşturma ve ortak karar alma gibi liderlik davranışları, çalışanların özerklik hissini ve duygusal iyilik halini artırarak bağlılıklarını güçlendirmektedir. Çalışma, liderlik ve bağlılık literatürüne katkı sağlamakta ve uygulayıcılara iş gücü verimliliğini artırmaya yönelik önemli bilgiler sunmaktadır. Gelecek çalışmalar daha geniş örneklerle önerilmektedir.

Anahtar Kelimeler: Güçlendirici Liderlik, Duygusal İstikrar, Çalışan Bağlılığı

Tarih: Mayıs 10, 2025

ABBREVIATIONS

EMS	Email Marketing Service
IVR	Interactive Voice Response
MMS	Multimedia Messaging Service
QR	Quick Response
WOM	Word of Mouth



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1 INTRODUCTION

In this part of the study, the overall research background, research problem, research questions, the importance of the study is presented. This part also presents the research related model which clearly shows the relationship of the study variables. Furthermore, the last parts of the study present related hypotheses.

1.1 BACKGROUND OF THE STUDY

In today's competitive and continuously changing corporate context, leadership is a critical influencer of employee outcomes, particularly engagement. Empowering leadership, defined by delegation of responsibility, participative decision-making, and autonomy support, is increasingly acknowledged for its role in improving employee motivation and engagement (Amundsen & Martinsen, 2024; Wang, Liu, & Xu, 2023). This leadership style focuses on employee development and psychological empowerment rather than traditional top-down management. Empowered individuals are more likely to take initiative, feel engaged to their work, and align their aspirations with company objectives (Gupta et al., 2022; Jada & Mukhopadhyay, 2019). Furthermore, empowering leadership has been linked to enhanced trust, information sharing, and creativity, all of which help to maintain employee engagement (Lee et al., 2022; Ahearne et al., 2005).

Employee engagement, defined as vigor, dedication, and absorption in one's work, is a critical component impacting performance, job satisfaction, and organizational success (Schaufeli et al., 2002; Saks, 2022). In recent years, the emphasis has changed from extrinsic motivators to internal psychological mechanisms that leaders can impact to increase engagement (Albrecht et al., 2018; Breevaart & Bakker, 2020). Empowering leadership promotes autonomy and self-efficacy, both of which are necessary for engaged behavior (Biron & Bamberger, 2021; Javed et al., 2023). The relationship between leadership and engagement is also context-dependent, with personality qualities, team dynamics, and corporate culture all having an impact (Kim & Beehr, 2021; Memon et al., 2023). To properly grasp the empowerment-engagement nexus, we must investigate mediating variables.

Among personality qualities, emotional stability—a Big Five model dimension—has emerged as a key individual variation that influences how employee respond to leadership and job expectations (John & Srivastava, 1999; Judge et al., 2013). Emotionally stable people are more resilient, less anxious, and better able to manage stress, making them more likely to prosper under empowering leadership (Wang et al., 2021; Lee & Yang, 2022). They have better psychological flexibility and can adapt more easily to autonomy and responsibility, which are fundamental elements of empowering leadership (Krasikova et al., 2020; Liu et al., 2023). Emotional stability thus not only directly promotes engagement, but it may also serve as a psychological mechanism by which empowering leadership leads to positive work outcomes (Jiang & Johnson, 2023; Rahmadani et al., 2020).

Given the growing emphasis on psychological capital and the human aspect of management, it is critical to investigate how empowering leadership and emotional stability affect employee engagement. While research has demonstrated the distinct impacts of empowering leadership on engagement and emotional stability on job performance, few studies have combined these components into a mediational model (Yao et al., 2023; Qureshi et al., 2022). Understanding this triadic relationship might provide useful insights for leadership development, personnel selection, and well-being strategies, especially in industries experiencing rapid technological and structural change (Chughtai, 2020; Tang et al., 2022; He et al., 2024). Furthermore, this study has practical implications for HR practitioners seeking to promote a high-engagement culture by aligning leadership practices with personality-based treatments (Nguyen et al., 2023; Ahmad & Manzoor, 2021).

1.2 THE PURPOSE OF THE STUDY

The major goal of this study is to investigate the effect of empowered leadership on employee engagement, with a particular emphasis on the mediating function of emotional stability. As businesses strive for greater performance and innovation in competitive situations, leadership has emerged as a significant component influencing employee behavior and attitudes (Amundsen & Martinsen, 2024; Wang, Liu, & Xu, 2023). Empowering leadership, which stresses individual autonomy, participative decision making, and self-development, is increasingly acknowledged as a way to boost employee

engagement and proactivity (Cheong et al., 2019; Ahearne et al., 2005). While previous research has demonstrated a favorable association between empowering leadership and engagement, the psychological mechanisms behind this relationship are not fully understood, particularly in varied cultural and organizational contexts (Lee et al., 2022; Gupta et al., 2022).

This study seeks to fill a theoretical vacuum by investigating emotional stability as a moderating variable between empowered leadership and employee engagement. Emotional stability, a significant personality trait, determines how people deal with stress, control emotions, and respond to job expectations (John & Srivastava, 1999; Lee & Yang, 2022). Emotionally stable personnel are more likely to prosper under empowered leaders because they have more psychological resilience and adaptability (Jiang & Johnson, 2023; Wang, Zhou, & Fan, 2021). Furthermore, they are less prone to emotional tiredness and can maintain consistent attention even during difficult work or uncertain situations (Liu, Li, and Zhang, 2023; Krasikova, Green, & LeBreton, 2020). As a result, including emotional stability into the leadership-engagement framework provides a deeper understanding of employee psychological processes.

In addition to theoretical contributions, this study aims to produce practical consequences for leadership and human resource management. As firms acknowledge the importance of employee engagement for productivity and retention, determining the combined influence of leadership style and employee personality becomes critical for developing effective treatments (Nguyen, Nguyen, & Tran, 2023; Ahmad & Manzoor, 2021). For example, leadership development programs can be adjusted to emphasize empowering behaviors that help emotionally stable individuals improve their work performance (Qureshi, Rasli, & Zaman, 2022; Tang, Li, & Mei, 2022). Furthermore, the study emphasizes the potential benefits of incorporating emotional stability into hiring, team-building, and performance evaluation procedures, particularly in industries with high job demands and minimal supervisory oversight (Chughtai, 2020; Yao, Yang, & Li, 2023).

1.3 RESEARCH PROBLEM

Employee engagement has emerged as a critical predictor of corporate performance in today's dynamic and competitive workplace. Highly engaged employee are more productive, innovative, and devoted to company goals; unfortunately, global polls continually show shockingly low levels of employee engagement across industries

(Gallup, 2023; Bakker and Albrecht, 2018). This ongoing disengagement poses major dangers to company effectiveness, employee retention, and workplace well-being. While many studies have focused on the structural and motivational factors that contribute to engagement, little research has been conducted to systematically examine how leadership behaviors, particularly empowering leadership, can stimulate engagement by fostering employee' sense of autonomy and competence (Dust et al., 2018; Sharma & Kirkman, 2015; Konczak et al., 2000; Zhou et al., 2021).

Despite increasing acknowledgment of empowering leadership as a possible driver of engagement, the mechanism by which it effects employee' psychological states and behaviors remains unknown. One such mechanism could be found in employee' psychological attributes, specifically their emotional stability. Employee that are emotionally stable are more likely to manage stress successfully and remain calm and hopeful in difficult times, thus increasing the positive impacts of empowering leadership on engagement (John & Srivastava, 1999; Soto & John, 2017). However, most existing leadership models do not account for individual differences such as emotional stability, leaving a theoretical and empirical gap in understanding how leadership behaviors interact with personal characteristics to influence engagement outcomes (Sulea et al., 2012; Wang, Liu, & Zhu, 2022; Liu, Zhang, & Wang, 2021; Yang et al., 2020).

Furthermore, much of the existing literature on leadership and participation is based on Western corporate settings, with little consideration given to varied cultural and industrial contexts, such as manufacturing sectors in developing countries. The paucity of contextual research limits the applicability of theoretical models to global organizational practices (Hofstede, 2001; Farndale, Scullion, & Sparrow, 2010; Koyuncu et al., 2006; Kundu & Gahlawat, 2016). Employee in emerging economies, in particular, may suffer additional stressors such as job uncertainty and a lack of institutional support, which emphasizes the importance of emotional stability. Thus, there is an urgent need to explore how empowering leadership affects employee engagement through emotional stability within specific industrial and cultural frameworks in order to build more inclusive and relevant leadership theories and HR practices.

1.4 RESEARCH QUESTIONS

Following are the main research questions:

Question 1: To what extent empowering leadership impacts employee engagement in the workplace?

Question 2: How does empowering leadership influences the emotional stability of employee?

Question 3: To what extent emotional stability effects employee engagement?

Question 4: Does emotional stability mediate the relationship between empowering leadership and employee engagement?

1.5 THE RESEARCH MODEL AND HYPOTHESES

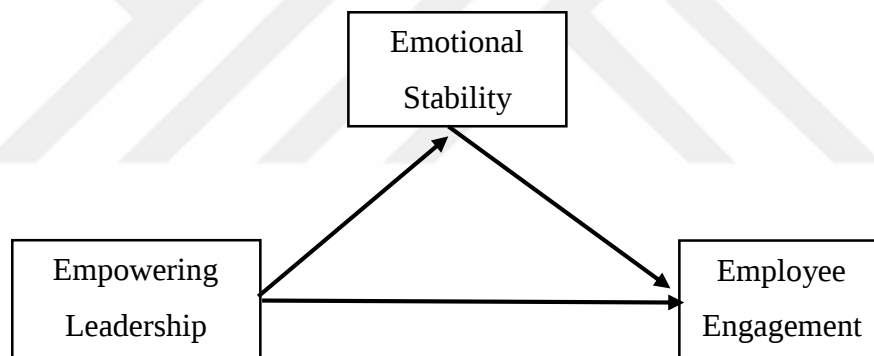


Figure 1: Research Model

H1: Empowering leadership has a significant positive effect on employee engagement.

H2: Empowering leadership has a significant positive effect on employee's emotional stability.

H3: Emotional stability has a significant positive effect on employee engagement.

H4: Emotional stability mediates the relationship between empowering leadership and employee engagement.

1.5 IMPORTANCE OF THE STUDY

This study has theoretical significance since it adds to the expanding corpus of research on leadership, personality attributes, and employee engagement. Traditional leadership models frequently emphasize directive or transactional styles, whereas empowering leadership emphasizes autonomy, participatory decision-making, and self-leadership, all of which are increasingly important in today's dynamic work environments (Ahearne et al., 2005; Srivastava et al., 2006; Zhang & Bartol, 2010; Sharma & Kirkman, 2015). By include emotional stability as a mediating variable, the study incorporates psychological viewpoints into organizational behavior research, advancing theoretical models such as Trait Activation Theory and Self-Determination Theory (Tett & Burnett, 2003; Deci & Ryan, 2000). The introduction of emotional stability facilitates a better understanding of how personality traits interact with leadership activities to effect outcomes like as engagement.

From a practical standpoint, this study offers useful insights for managers, HR practitioners, and organizational leaders seeking to improve employee engagement—a critical factor associated with productivity, organizational commitment, and job satisfaction (Harter et al., 2002; Saks, 2006; Bakker & Demerouti, 2008; Shuck et al., 2011). Understanding how empowering leadership shapes emotional stability provides tangible techniques for increasing employee' psychological resilience and work involvement. Organizational interventions such as emotional intelligence training, wellness programs, and leadership coaching can help individuals develop and maintain emotional stability, which influences how they respond to stress and workplace challenges (Slaski & Cartwright, 2003; Cherniss, 2010; Kunnanatt, 2004; Harms & Credé, 2010).

Moreover, the findings have practical implications, particularly in developing nations and labor-intensive industries where psychological demands on employee may be greater due to job instability and insufficient organizational resources. Research on leadership and involvement in such circumstances is limited, making global models less applicable in non-Western contexts (Walumbwa et al., 2011; Budhwar & Debrah, 2009; Jackson, 2004; Aycan, 2006). This study bridges a vital gap by focusing on the industrial sector in a developing country, providing region-specific insights that can be used to improve public policy, organizational development strategies, and labor empowerment

efforts. The findings may contribute to a more inclusive understanding of leadership effectiveness and promote employee engagement in understudied situations.

1.6 SUMMARY

In Chapter One, the study's foundation was established by emphasizing the growing significance of empowered leadership in raising employee engagement in contemporary firms. The chapter described how leadership practices that encourage competence, autonomy, and involvement can have a good impact on workers' psychological states and productivity. By allowing people to handle stress and maintain attention, emotional stability—a crucial personality trait—was examined as a possible mediating factor that enhances the relationship between engagement and leadership. With a focus on both theoretical and practical contributions, especially in understudied organizational contexts, the research topic, objectives, and importance of the study were all explicitly stated. Along with a conceptual model, the chapter also included clearly stated research questions and hypotheses, laying the groundwork for a more thorough examination in later chapters.

2 LITERATURE REVIEW

In this part of the study, the researcher discusses in detail the literature part. In the current study empowering leadership played as independent variable role, employee engagement played as dependent variable role, and emotional stability is entertained as the mediation variable in the current study; all these variables are discussed. Furthermore, self-determination theory (SDT) is considered as the supporting theory of the study variables.

2.1 SUPPORTING THEORY

Deci and Ryan's Self-Determination Theory (SDT) provides a comprehensive framework for understanding how empowering leadership can influence employee engagement by meeting psychological requirements. Individuals are naturally motivated to grow and operate well when their basic psychological needs of autonomy, competence, and relatedness are met, according to SDT (Deci & Ryan, 2000). Empowering leadership is strongly related to this idea since it provides people with autonomy and opportunity for skill development, which meets these inherent demands (Gagné & Deci, 2005). When leaders transfer responsibility, encourage decision-making, and exhibit trust in their staff, they create an environment that promotes internal motivation and meaningful engagement (Ryan & Deci, 2017). This theoretical lens stresses that motivation and engagement are driven not just by external rewards, but also by internalization of values and goals (Sheldon et al. 2003).

SDT's relevance to emotional stability is also significant, as the theory states that emotionally stable people are more likely to respond positively to settings that promote autonomy. Employee with high emotional stability are better able to handle the greater responsibility and autonomy granted by empowering leaders, resulting in higher motivation and performance (Kanat-Maymon et al., 2015). This relationship lends support to SDT's claim that personality qualities might influence psychological need satisfaction and subsequent motivation (Vansteenkiste & Ryan, 2013). Emotional stability, defined as low anxiety and strong self-regulation, enhances the empowerment process by allowing individuals to remain focused and self-directed (Costa & McCrae, 1992). As a result, emotionally healthy individuals are more likely to engage in their work when they believe their bosses trust and empower them (Prentice, Lopes, and Wang, 2020).

SDT also gives insight on the importance of emotional stability in the empowerment-engagement relationship. According to Reeve (2006), environments that promote autonomy help to positively regulate emotions and create resilience. Empowering leadership by satisfying these requirements can reduce psychological strain and improve employee' emotional stability, resulting in sustained work engagement (Williams et al., 2000). Employee that are emotionally stable are better able to internalize their positions and match personal beliefs with organizational goals, as indicated by SDT (Ilardi et al., 1993). This congruence promotes both cognitive and behavioral engagement as well as emotional investment in the workplace (Van den Broeck et al., 2010). Stability, as an emotional resource, bridges the gap between need satisfaction and deeper levels of work involvement, making SDT more applicable to organizational behavior study (León, Núñez, & Liew, 2015).

Moreover, SDT provides a holistic perspective by incorporating human variations and organizational context, shedding light on why empowering leadership is not equally beneficial for all employees. Employee with stronger emotional stability gain more from autonomy, competence, and relatedness, resulting in more engagement (Weinstein & Ryan, 2010). Individuals with low emotional stability, on the other hand, may require more organized support to minimize anxiety caused by increasing autonomy, implying that empowerment must be tailored to the individual. This individualized empowerment is consistent with SDT's person-environment fit principle, which states that motivation increases when leadership styles meet employee needs and dispositions (Olafsen et al., 2015). Thus, Self-Determination Theory not only supports the key links in this study, but it also explains how emotional stability mediates the link between leadership and engagement outcomes (Jiang & Johnson, 2018).

2.2 THE CONCEPT OF EMPOWERING LEADERSHIP

A contemporary leadership method known as "empowering leadership" places a strong emphasis on power sharing, promoting employee autonomy, and developing selfleadership. The goal of empowering leadership is to increase employee' intrinsic motivation and give them the freedom to take initiative in their jobs, in contrast to traditional authoritarian or transactional leadership styles (Ahearne et al., 2005; Konczak et al., 2000; Arnold et al., 2000; Amundsen & Martinsen, 2014; Lee et al., 2018). This type of leadership encourages employee to participate in decision-making and gives them

the skills and self-assurance they need to handle challenges on their own (Zhang & Bartol, 2010). The demands of modern organizations for flexibility, creativity, and employee involvement are met by this style of leadership. Empowering leadership is becoming more widely acknowledged as a key factor in worker performance and organizational success as global firms move toward flatter hierarchies and more collaborative cultures (Srivastava et al., 2006; Seibert et al., 2011).

Enhancing the significance of work, building confidence, promoting selfleadership, and offering autonomy and opportunities for participatory decision-making are all important aspects of empowering leadership (Vecchio et al., 2010; Pearce & Sims, 2002; Liu et al., 2003; Spreitzer, 1995; Lorinkova et al., 2013). These actions help workers feel more capable, appreciated, and in charge of their workplace. Instead of acting as controllers, empowered leaders act as facilitators, actively assisting staff members in growing their abilities and accepting accountability for their results (Raub & Robert, 2010; Humborstad & Kuvaas, 2013; Martin et al., 2013; Sharma & Kirkman, 2015; Cheong et al., 2019). As a result, this leadership approach not only promotes work completion but also learning behavior, initiative, and creativity in team members. This illustrates a change from using orders to manage people to using trust and support.

From a psychological standpoint, self-determination theory (Deci & Ryan, 2000), which contends that people flourish when their fundamental needs for competence, autonomy, and relatedness are satisfied, is directly linked to empowering leadership. By creating an atmosphere where these requirements are met, empowered leaders improve emotional health and intrinsic motivation (Thomas & Velthouse, 1990; Zhang & Zhou, 2014; Li et al., 2016; Kim & Beehr, 2017; Amundsen & Martinsen, 2015). Employee psychological empowerment, which mediates the impacts of leadership on performance and engagement, can be greatly increased by empowering leadership, according to research (Spreitzer, 1995; Maynard et al., 2012; Tucker et al., 2012; Pan et al., 2018; Fong & Snape, 2015). These psychological processes emphasize how important empowered leadership is in influencing favorable employee outcomes, particularly in knowledgeintensive and service-based industries where independence and decision-making are essential.

Empirical research conducted in recent years has reaffirmed the significance of empowering leadership in a variety of organizational settings. Improved teamwork, creativity, job satisfaction, and organizational citizenship behavior have all been associated with it (Aryee et al., 2007; Hassan et al., 2013; Harris et al., 2014; Sharma &

Dust, 2016; Cheong et al., 2016). In high-uncertainty contexts where adaptable, flexible employee behavior is essential for success, empowering leadership works especially well (Kirkman & Rosen, 1999; Carmeli et al., 2011; Miao et al., 2014; Hassi, 2019; Sharma & Kirkman, 2015). Empowered leadership provides a flexible and long-lasting approach for fostering employee dedication, resilience, and creativity as businesses continue to deal with issues like globalization, technological advancement, and workforce diversity.

2.3 EMPLOYEE ENGAGEMENT

Employee engagement has emerged as an important factor in organizational behavior research, representing employee' emotional commitment to their jobs and the firm. This dedication motivates individuals to put up extra effort on their tasks, which leads to improved organizational performance (Schaufeli & Bakker, 2004). Engagement is typically distinguished from contentment or motivation by its emphasis on employee' enthusiasm, passion, and dedication to their jobs (Harter, Schmidt, & Hayes, 2002). Employee engagement correlates with higher levels of creativity, dedication, and performance results, making it an important predictor of organizational success (Bakker & Demerouti, 2008). Furthermore, leadership styles, job qualities, and organizational culture all contribute to creating an environment conducive to engagement (Bakker & Leiter, 2010).

The concept of employee engagement has evolved, with numerous scholars providing models and frameworks to better understand its causes and consequences. For example, the Job Demands-Resources (JD-R) model emphasizes the balance of job demands and resources, implying that a positive work environment with enough resources leads to increased engagement (Bakker & Demerouti, 2014). Furthermore, the link between leadership and employee engagement is critical. Leadership styles, particularly transformational and empowering leadership, have been found to improve employee engagement by creating a supportive environment that encourages autonomy, recognition, and growth possibilities (Tims, Bakker, & Xanthopoulou, 2011). This dynamic emphasizes the importance of leadership in increasing employee engagement, with empowered leaders playing a critical role in unleashing employee' potential and drive (Avolio, Walumbwa, & Weber, 2009).

Another key feature of employee engagement is its link to job satisfaction and organizational commitment. While job satisfaction refers to how employee perceive their

job and work environment, engagement focuses on how emotionally attached and motivated individuals are to contribute meaningfully to company goals (Macey & Schneider, 2008). Employees that are engaged are more likely to go above and above, exhibit pro-social behaviors, and achieve favorable work-related outcomes such as increased job satisfaction, decreased turnover intentions, and improved overall well-being (Saks, 2006). As a result, firms with high levels of employee engagement often have higher productivity and lower absenteeism and turnover rates, which leads to better organizational performance (Rich, Lepine, & Crawford, 2010).

Furthermore, employee engagement is intimately related to psychological safety, which is the feeling that one will not be humiliated or penalized for speaking up or making errors (Edmondson, 1999). A psychologically safe atmosphere encourages employees to share ideas, take risks, and be creative, all of which increase their engagement levels. Employees that feel comfortable are more likely to engage in their work, offer new ideas, and interact effectively with their colleagues (Newman, Donohue, & Eva, 2017). As organizations try to improve employee engagement, understanding the vital role of leadership in building an atmosphere that supports psychological safety and trust becomes critical to long-term success (Kahn, 1990).

2.4 EMOTIONAL STABILITY

Emotional stability is an important psychological quality that affects how people react to stress, adversity, and uncertainty. It is typically defined as the ability to remain calm and balanced emotionally in the face of adversity. Individuals with high emotional stability can successfully regulate negative emotions and recover fast from setbacks, whereas individuals with low emotional stability may have heightened emotional reactions to stress and uncertainty (Jeronimus et al., 2013). Emotional stability is especially important in the workplace because it allows people to deal with work-related stress, maintain attention, and make sensible judgments under pressure, all of which contribute to overall job success (Cohen & Aviram, 2022). Furthermore, emotionally stable people are more resilient, displaying the ability to deal with obstacles and recover from challenging events more easily (Mayer et al., 2015; John & Srivastava, 2020).

Emotional stability is important for more than just human well-being; it also influences organizational outcomes. For example, emotionally secure individuals are more likely to engage in proactive activities like problem solving and teamwork, which

lead to team performance (Judge et al., 2020). This stability also promotes stronger interpersonal connections at work, because emotionally stable people are less likely to respond impulsively or negatively in high-pressure situations (Tett & Burnett, 2003). As a result, emotionally secure employees tend to have better levels of job satisfaction and organizational commitment (Kotov et al., 2010). Furthermore, emotional stability is a powerful predictor of effective leadership because emotionally stable leaders can better manage their emotions and support their team members in meeting corporate goals (Gooty et al., 2020; Wong et al., 2021).

In addition to its impact on work performance and leadership effectiveness, emotional stability has been connected to a variety of mental health consequences. Research has indicated that people who are more emotionally stable had lower levels of anxiety, depression, and stress (Cohen et al., 2016). This is especially critical in today's work situations, when high job demands and workplace stress are prevalent. Employees with emotional stability are less likely to experience burnout and can maintain a healthy work-life balance (Cohen et al., 2021). Furthermore, emotional stability is important in managing team conflict because emotionally healthy people are more likely to approach differences calmly and rationally, resulting in more productive conflict resolution (Bakker et al., 2013; Bartram et al., 2009).

From a developmental standpoint, emotional stability can be fostered and improved through a variety of interventions and tactics. Training programs aiming at enhancing emotional regulation, mindfulness, and stress management have been demonstrated to improve employees' emotional stability (Liao et al., 2019). Organizational measures such as providing social support, encouraging open communication, and giving stress-relief options can all help to improve emotional stability among employees (Thompson & Phua, 2019). Furthermore, emotional intelligence (EI), which encompasses the ability to understand and control one's own and others' emotions, is directly related to emotional stability (Mayer & Salovey, 2021). Individuals with higher emotional intelligence can better manage their emotional responses, resulting in more emotional stability. Overall, promoting emotional stability in the workplace is beneficial to both individual well-being and organizational success (Kern et al., 2020).

2.5 THE IMPACT OF EMPOWERING LEADERSHIP ON EMPLOYEE ENGAGEMENT

Empowering leadership is widely acknowledged as an important aspect in increasing employee engagement. Empowering leaders provide their subordinates the liberty, responsibility, and resources they need to make decisions and take the initiative at work. Empowering leaders can dramatically improve employee engagement by creating a climate of trust, autonomy, and support (Seibert et al., 2011). Employee under empowering leadership is more likely to be engaged and devoted to their jobs because they have more influence over their work and are encouraged to take ownership of their activities (Zhang & Bartol, 2010). Research has demonstrated that empowered leadership is associated with higher levels of work satisfaction, organizational commitment, and intrinsic motivation (Avolio & Locke, 2020). These variables directly contribute to increased levels of employee engagement, as engaged people are more dedicated, engrossed, and enthusiastic about their jobs (Bakker & Demerouti, 2008).

Empowering leadership improves employee engagement by increasing employee's sense of competence and self-efficacy. When leaders empower their employee by giving them the skills, information, and authority to make decisions, they gain confidence in their ability to succeed (Liden et al., 2000). This sense of competence has been shown to increase engagement, as employees are more driven when they believe they can succeed in their roles (Spreitzer, 1995). Furthermore, empowered leadership fosters an environment of learning and progress by providing opportunity for people to build new abilities and conquer problems. This development is critical for employee engagement because individuals who believe they are progressing in their professions are more likely to stay motivated and devoted to their jobs (Gagné & Deci, 2005).

Empowering leadership and employee engagement are also influenced by the work environment and corporate culture. Empowering leadership is especially effective in firms that foster a culture of transparency, collaboration, and creativity. Employees in such circumstances are more likely to feel supported in their efforts to take initiative and participate in their job (Shin & Zhou, 2003). Empowering leaders that establish a culture of trust and transparency are better able to elicit higher levels of engagement from their teams, since employees are more likely to put in extra effort at work when they believe their contributions are recognized (Kirkman & Rosen, 1999). Furthermore, research has shown that empowering leadership can serve as a buffer against pressures and burnout by

encouraging employee to take responsibility for their activities, resulting in a higher sense of control and job satisfaction (Bakker et al., 2004).

Furthermore, empowered leadership has been demonstrated to increase employee engagement by fostering healthy workplace relationships. When leaders empower their staff, they foster a culture of mutual respect and support, encouraging collaboration and teamwork (Pearce & Sims, 2002). Employee that are engaged are more likely to form strong social relationships within their teams, which can boost their commitment to their work and the organization (Bakker & Schaufeli, 2008). Empowering leadership promotes strong work relationships by encouraging leaders to encourage their employee' development, provide constructive criticism, and actively involve them in decisionmaking processes (Arnold et al., 2000). Positive connections and support networks are critical for generating high levels of engagement because they make employee feel valued and supported at work (Kraimer et al., 2011).

Moreover, empowering leadership for employee engagement improves overall organizational performance. Employee that are empowered are not only more engaged at work, but also more likely to contribute to organizational success through proactive behavior, creativity, and innovation (Zhang & Bartol, 2010). Employee that are engaged and empowered are more likely to go above and beyond their work responsibilities, take the initiative in issue resolution, and actively seek methods to improve processes and performance (Schaufeli and Bakker, 2004). This proactive activity improves the organization's overall performance and competitiveness, since empowered individuals are more invested in achieving organizational objectives. Furthermore, empowered individuals who are engaged in their work are less likely to leave, lowering recruitment and training costs for firms (Harter et al. 2002).

2.6 THE IMPACT OF EMPOWERING LEADERSHIP ON EMOTIONAL STABILITY

Empowering leadership has an important role in influencing employee' emotional stability by creating a work atmosphere that promotes psychological safety, autonomy, and self-worth. Leaders that transfer responsibility, encourage participation in decisionmaking, and demonstrate trust in their team can help minimize employee anxiety and emotional instability (Cheong et al., 2016). Employee who feels trusted and respected are more likely to maintain mental stability and deal with stress more efficiently (Tuckey

et al., 2012). According to research, when leaders empower their subordinates, workplace stress and negative affect diminish, promoting emotional resilience (Ahearne et al., 2005). Furthermore, empowered leadership has been linked to less emotional weariness, as employee perceive more control over their work environment (Amundsen & Martinsen, 2014; Kim & Beehr, 2020).

Empowering leadership activates psychological mechanisms such as increased self-efficacy and intrinsic motivation, which contribute considerably to employee emotional regulation. Employee who regards their leader as empowering are more likely to believe in their own talents, reducing feelings of helplessness and emotional instability (Zhang & Bartol, 2010). Empowering leadership fosters a sense of meaning and purpose in one's job, acting as a psychological buffer against emotional distress (Martin et al., 2013). Furthermore, emotionally secure people are more resilient to daily professional demands, and empowered leadership fosters this resilience by allowing open communication and constructive criticism (Kim & Beehr, 2021). According to research, employee who work with inspiring leaders are less likely to develop emotional burnout and report higher levels of job satisfaction (Cheong et al., 2019).

Furthermore, the function of empowered leadership in improving emotional stability is demonstrated by its impact on emotional intelligence and coping mechanisms. Employee gain better emotional awareness and regulation when their supervisors provide supportive feedback and learning opportunities (Mills et al., 2020). Employee with higher emotional intelligence is better equipped to deal with interpersonal disagreements and organizational stressors, which improves emotional stability (Hassi, 2019). Empowered employees are more proactive in exploring answers and less reactive to obstacles, both of which are closely related to emotional balance (Fong & Snape, 2015). Furthermore, the autonomy provided by empowering leaders minimizes emotional reliance on external validation, encouraging inner psychological strength (Tuckey et al. 2019). Empowering leadership develops emotionally mature and secure individuals who can maintain their cool in the face of adversity through these strategies.

The relationship dynamics between leaders and subordinates under empowering leadership influence emotional stability by lowering emotional dissonance and workplace conflict. Employees feel emotionally safe when they perceive their leaders care about their well-being (Konczak et al., 2000). This emotional security reduces anxiety and fosters a sense of professional belonging, which is critical for emotional stability (Li et al., 2021). Empowering leadership also minimizes micromanagement and workplace

authoritarianism, both of which are key causes of employee emotional instability (Albrecht & Marty, 2020). The inclusive aspect of empowered leadership fosters a culture of emotional openness and mutual respect, which contributes to emotional balance (Nguyen et al., 2022). As a result, empowering leadership creates an emotional climate that fosters calm, reduces reactivity, and promotes long-term psychological well-being among employees.

Moreover, enabling leadership promotes long-term emotional development among employee by encouraging adaptive behaviors and emotional maturity. Employee who consistently witness inspiring actions from their leaders are more likely to internalize positive emotional patterns like optimism, patience, and perseverance (Huang et al., 2016). Over time, these routines help to maintain a consistent emotional state, even outside of the workplace. Empowering leadership by emphasizing responsibility and accountability teaches people how to control their emotions constructively amid crises (Spreitzer, 2008). Furthermore, effective leadership minimizes unproductive emotional expressions such as dissatisfaction and disengagement while encouraging healthy emotional responses (Liang et al., 2021). Empowered employees are more solutionoriented and exhibit less emotional turbulence, highlighting the long-term benefits of empowering leadership on emotional stability (Walumbwa et al., 2010).

2.7 THE IMPACT OF EMOTIONAL STABILITY ON EMPLOYEE ENGAGEMENT

Emotional stability is a core personality feature that has a substantial impact on how people interact with their work environment and perceive employee engagement. Employee with strong emotional stability are more likely to remain calm, confident, and resilient under pressure, indicating persistent attention and devotion to their task (Bakker & Demerouti, 2017). These individuals are better suited to deal with stress and job obstacles, allowing them to maintain high levels of energy and dedication—both of which are important aspects of engagement (Saks, 2019). Emotional stability also promotes a sense of personal control and optimism, increasing motivation to contribute meaningfully to organizational goals (Inceoglu & Warr, 2016). Furthermore, emotionally healthy people have better focus and task persistence, which are directly related to the absorption component of involvement (Schaufeli et al., 2020).

Employee who are emotionally stable are more likely to create positive relationships at work, which increases their engagement. Emotional stability is associated with lower levels of conflict, mood swings, and interpersonal tension, all of which can impede involvement (Costa & McCrae, 2019). When emotionally balanced people connect with colleagues, they contribute to a harmonic and supportive work environment that encourages collaboration and the pursuit of common goals (Kong et al. 2018). This social support supports shared accountability and mutual encouragement, both of which are essential for long-term involvement (Kim & Park, 2020). Emotional stability also promotes trust-building within teams, which enhances morale and stimulates people to invest emotionally in their work (Lievens et al. 2017). Thus, emotional stability effects not only individual involvement but also the overall emotional tone of the workplace, making engagement more sustainable.

Furthermore, emotional stability minimizes the risk of burnout and emotional tiredness, which are important hurdles to employee engagement. Employee with high emotional stability can effectively control negative emotions including irritation, anxiety, and fear, making them less vulnerable to emotional exhaustion (Wang et al., 2020). These individuals have less disturbances in motivation and are more likely to maintain their performance levels even during times of organizational stress (Rich et al., 2010). Furthermore, emotionally healthy employees exhibit higher degrees of psychological detachment and recovery during non-working hours, increasing their ability to re-engage at work (Sonnentag et al., 2017). They are also more likely to react favorably to organizational changes and uncertainties, retaining their vigour and dedication (Reizer, 2019).

Emotional stability also influences involvement in terms of job satisfaction and organizational commitment. Emotionally secure employees frequently have greater positive affect at work, which improves their job satisfaction. A powerful predictor of involvement (Judge et al., 2017). These personnel are less prone to focus on organizational problems or interpersonal issues, which makes them more appreciative of their jobs and environs (Ali et al., 2021). They exhibit consistent levels of commitment and loyalty, which translates into increased involvement in both ordinary and hard tasks (Yeo & Neal, 2018). Emotional stability also mitigates the impact of workplace pressures, helping individuals to remain engaged even when workloads are heavy or deadlines are tight (Mazzetti et al., 2016). This secure emotional base enables individuals to match their

beliefs and aspirations with those of the organization, thereby increasing intrinsic motivation and engagement.

Furthermore, emotional stability improves the effectiveness of organizational interventions designed to increase engagement. Emotionally stable employee, for example, respond more positively to empowerment, acknowledgment, and autonomy, which are key drivers of engagement, because they are less defensive and more adaptable (Li et al., 2020). They are also more resilient to setbacks, allowing them to stay engaged even when the early results are negative (Ilies et al., 2017). Furthermore, emotional stability promotes self-regulation by allowing employee to prioritize long-term goals above short-term distractions, which is required for deep and sustained engagement (Miao et al., 2019). It also promotes ethical behavior and accountability, which strengthens trust between employee and leadership, a crucial component of engagement (Zhang et al., 2021). As a result, emotional stability not only improves individual involvement but also increases the efficacy of organizational efforts to establish a committed and motivated workforce.

2.8 MEDIATING ROLE OF EMOTIONAL STABILITY BETWEEN EMPOWERING LEADERSHIP AND EMPLOYEE ENGAGEMENT

Emotional stability has been identified as a fundamental psychological mechanism explaining how empowering leadership improves employee engagement. Empowering leaders instill autonomy, confidence, and decision-making capacity in their workers, resulting in emotionally stable work environments (Amundsen and Martinsen, 2015). This emotional stability, in turn, enables individuals to efficiently manage professional demands while maintaining their focus and motivation (Harms et al., 2017). Employees who feel psychologically safe and emotionally controlled are more likely to become excited and engaged in their work (Breevaart et al., 2014). Empowering leadership decreases stress and role ambiguity, while emotional stability provides employee with the affective resilience required for engagement (Kark et al. 2015). Thus, the indirect pathway via emotional stability contributes to understanding why empowered leadership is such a powerful predictor of engaged behaviors.

Emotional regulation and self-determination theories both support emotional stability's moderating role. Empowering leaders meet employee' core psychological requirements for autonomy, competence, and relatedness, resulting in emotional stability

and, eventually, engagement (Ryan & Deci, 2017). When emotionally stable workers are empowered, they are more likely to internalize organizational goals and commit to their jobs (Fredrickson, 2013). Employee who lacks emotional stability may respond to empowerment with worry or self-doubt, restricting involvement (Boyatzis et al., 2015). As a result, emotional stability enables employee to maximize on the benefits of empowering leadership. This emphasizes emotional stability not only as a result, but also as an important psychological pathway that improves the effectiveness of leadership activities.

According to research, emotional stability helps to buffer the emotional strain of increased responsibility, which is commonly connected with empowering leadership. While empowerment promotes autonomy, it also necessitates self-regulation and initiative, which can be emotionally draining for unstable people (Pretsch et al., 2012). Employee who are emotionally stable, on the other hand, respond positively to such empowerment, resulting in increased engagement. According to research, emotional stability allows people to draw satisfaction and confidence from tough job responsibilities, relating empowerment to proactive and engaged behaviors (Mäkikangas et al., 2016). Emotional stability plays an important role in converting leadership intent into genuine employee engagement and participation (Ten Brummelhuis et al., 2011). As a result, the interplay of leadership style and personality attributes has a major impact on organizational outcomes.

Furthermore, when granted liberty by empowered leaders, emotionally stable personnel suffer fewer negative emotional spirals, resulting in greater resilience and adaptability. Their capacity to be cool and cheerful under pressure enables individuals to concentrate on growth and contribution, both of which are essential components of engagement (Kim et al., 2019). Positive emotional states fostered by empowering leadership increase employee' personal resources, which are strengthened by emotional stability (Xanthopoulou et al., 2009). Employee with strong emotional stability not only cope better with stress, but they also report higher levels of psychological well-being, which keeps them motivated and dedicated (De Clercq et al., 2020). In this sense, emotional stability acts as a psychological enabler in the interaction between empowering leadership and engagement, allowing for a resource-based view of employee motivation.

Moreover, emotional stability provides a steady affective base, which improves the long-term impact of empowered leadership on engagement. Employee with strong emotional stability demonstrate sustained excitement, energy, and dedication throughout

time, which amplifies the benefit of empowering behaviors (Lopes et al., 2017). Their emotional resilience contributes to sustained engagement even during times of change or organizational stress (Alessandri et al., 2018). Furthermore, emotionally stable people tend to have higher job satisfaction, which is a known mediator of the leadership engagement relationship (Karatepe & Olugbade, 2016). They are also more likely to value transformative features of empowered leadership, such as personal development and learning opportunities (Li et al., 2020). Thus, knowing emotional stability as a mediator enriches theoretical models while also guiding practical leadership techniques that improve employee engagement through targeted personality and well-being interventions.

2.9 SUMMARY

This part of the study presented a detailed assessment of the literature on the study's main constructs: empowering leadership, emotional stability, and employee engagement. It looked at the conceptual foundations and theoretical perspectives of empowering leadership, emphasizing its function in encouraging autonomy, confidence, and proactive conduct among employees. The chapter also looked at emotional stability as a key personality feature that determines how employee react to leadership styles and workplace demands. Furthermore, it emphasized the favorable effects of empowering leadership on emotional stability and employee engagement, which are validated by empirical data. The mediating role of emotional stability was highlighted as a critical psychological pathway by which empowering leadership improves engagement. Drawing on recent and relevant scholarly publications, the chapter laid a solid foundation for the study's conceptual framework and hypotheses, setting the way for empirical testing in the following chapters.

3 RESEARCH METHOD

In this section of the research thesis, the researcher discussed the overall research methodology. This section mainly includes the discussion of research design, main population, targeted population, sample size, sampling techniques, measurements of the variables (research items), data collection and data analysis tools.

3.1 RESEARCH DESIGN

This study uses a quantitative research design and a cross-sectional survey approach to evaluate the impact of empowering leadership on employee engagement, with emotional stability serving as a mediating variable. Quantitative research allows for the collecting of numerical data that can be statistically examined to establish correlations between variables, providing objectivity and generalizability (Creswell and Creswell, 2018). A cross-sectional approach is suitable for investigating interactions at a single point in time, particularly in organizational contexts where long-term studies may be impractical (Saunders, Lewis, & Thornhill, 2019). The data will be gathered via a structured questionnaire issued to plastic production personnel, allowing for widespread involvement and systematic measurement (Hair et al., 2020). This design is ideal for hypothesis testing and validating the proposed study model, which includes leadership behavior, emotional qualities, and job engagement (Sekaran and Bougie, 2019). Furthermore, this strategy is consistent with past research on leadership and organizational behavior that emphasizes the need of empirical testing using survey-based approaches (Bryman and Bell, 2015).

3.2 MAIN POPULATION

Employee from private banks make up the majority of the present study's population. These individuals were chosen for their vital role in ensuring service quality, customer happiness, and overall organizational performance in a highly competitive and dynamic industry. Private banks frequently prioritize performance-driven cultures and employee involvement, making them ideal for studying the impacts of empowering leadership and emotional stability on job engagement. Employee in this industry are

frequently exposed to leadership interactions, task-related problems, and performance expectations that necessitate emotional resilience and active participation (Arifin, 2020; Usman et al., 2022). Furthermore, banking workers work in organized workplaces in which leadership behavior influences motivation and psychological well-being (Khan, 2021; Rehman et al., 2023; Nasir & Mahmood, 2018; Iqbal, Ahmad, & Nisar, 2020).

3.3 TARGETED POPULATION

The current study's target group consists of personnel from Afghanistan's private banks, notably Azizi Bank, Ghazanfar Bank, Islamic Bank, and New Kabul Bank. These banks account up a large share of the country's private banking sector and play an important role in economic development, financial inclusion, and service delivery. Employee in these institutions are frequently subjected to high performance expectations, rapid organizational changes, and ongoing interaction with leadership, making them ideal subjects for studying how empowering leadership influences employee engagement and emotional stability (Rahman & Shafiq, 2020; Ahmad et al., 2021). The total population in this study estimated 700 employees working in mentioned private bank. Thus, the researcher considers the mentioned number of employees as $N = 700$. Moreover, the study's focus on these four banks offers a more concentrated and contextually relevant analysis, providing practical insights into leadership practices and psychological dynamics in the Afghan private banking industry (Niazi & Khan, 2019; Safi et al., 2022).

3.4 SAMPLE SIZE

In the current study, the total number of staff in the selected private banks (Azizi Bank, Ghazanfar Bank, Islamic Bank, and New Kabul Bank) is projected to be around 700. Krejcie and Morgan's (1970) sample size determination table states that for a population of 700, the optimal sample size is 248. This sample size is deemed adequate to ensure the data's reliability and validity while maintaining a 95% confidence level and a 5% margin of error, as is customary in social science research (Krejcie & Morgan, 1970). By selecting this sample size, the study intends to capture a representative group of employees, allowing for strong statistical analysis and relevant conclusions about the influence of empowered leadership on employee engagement and emotional stability.

3.4 SAMPLING TECHNIQUE

The current study used convenience sampling, a non-probability sample strategy in which participants are chosen based on their accessibility and availability (Etikan, Musa, & Alkassim, 2016). This strategy is very useful when the researcher wants to collect data quickly and efficiently, particularly when working in a specific geographic location and organizational environment, such as the selected private banks in Kabul, Afghanistan. While convenience sampling may introduce some bias due to the non-random selection method, it is frequently used in organizational research where accessing the complete population is challenging or time and resources are restricted (Etikan et al., 2016; Singh & Masuku, 2014). Despite these constraints, convenience sampling enables the study to collect a practical and representative sample of bank employee, hence providing useful insights into the research variables.

3.5 DATA COLLECTION

The current study's data was obtained using a adopted questionnaire distributed to workers of the selected private banks—Azizi Bank, Ghazanfar Bank, Islamic Bank, and New Kabul Bank. The questionnaire was based on previously validated scales for empowered leadership, emotional stability, and staff engagement, with minor modifications to reflect the organizational and cultural context of Afghan private banks (DeVellis, 2017; Saunders et al., 2019). Using an adapted questionnaire promotes consistency and reliability in measuring research variables while also allowing for comparison to current literature (Bryman & Bell, 2015; Creswell & Creswell, 2018). The surveys were distributed in person or by email, depending on the participants' accessibility, and responses were gathered over a predetermined time period (Sekaran & Bougie, 2016).

3.6 MEASUREMENTS

Table 1 summarizes the primary factors measured in the current study, including the number of questionnaire items utilized and their original sources. Empowering Leadership is measured using six questions adapted from Ahearne, Mathieu, and Rapp (2005), which focus on leaders' behaviors that encourage employee autonomy and

decision-making. Employee engagement is measured using four measures derived from Schaufeli, Bakker, and Salanova (2006), which assess employee' energy, excitement, and emotional connection to their work. Emotional Stability is assessed using five measures taken from John and Srivastava (1999), which reflect an individual's ability to remain calm, resilient, and composed under duress. These defined and validated scales ensure that the study's data is reliable and consistent.

Table 1. Measurements

S/N	Variables	No-Items	Sources
1	Empowering Leadership	6-items	Ahearne, M., Mathieu, J., & Rapp, A. (2005).
2	Employee Engagement	4-items	Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006).
3	Emotional Stability	5-items	John, O. P., & Srivastava, S. (1999).

3.7 DATA ANALYSIS TOOLS

The data acquired for this study was analyzed with the Statistical Package for the Social Sciences (SPSS), a well-known software for quantitative data analysis in social science research. SPSS was used to generate descriptive statistics on demographic data and the overall distribution of replies. Furthermore, inferential statistical techniques such as correlation and regression analysis were used to investigate the correlations between the study variables empowering leadership, emotional stability, and employee engagement. Cronbach's alpha was used to assess measurement scale reliability, and multiple regression analysis was used to test hypotheses for significance. The use of SPSS guaranteed that data was processed in a systematic, accurate, and efficient manner, which contributed to the research findings' validity and credibility.

3.8 SUMMARY

The methodology section describes the research technique and processes used to investigate the impact of empowered leadership on employee engagement, using emotional stability as a mediating variable. A quantitative study approach was used, and data were obtained using a customized questionnaire directed at workers of selected private banks in Kabul, Afghanistan specifically Azizi Bank, Ghazanfar Bank, Islamic

Bank, and New Kabul Bank. The primary population comprised of employee from the private banking industry, and a sample size of 248 was calculated using Morgan's table from a total population of about 700. A convenience sampling strategy was used to provide practical access to respondents. The study used approved measurement scales for all variables, and the data was analyzed with SPSS software. To investigate relationships and evaluate hypotheses, analytical approaches such as descriptive statistics, correlation, and regression analysis were used.



4 ANALYSIS AND FINDINGS

In this part of the study, the researcher presents the statistical results of the research and interpretation of the data; mainly this section includes, demographic analysis of the respondents (gender, age, education & experiences), reliability analysis, correlation analysis, regression analysis (model summary, anova, coefficient), and mediation analysis.

4.1 DEMOGRAPHIC ANALYSIS

In this section, the researcher presents the demographics of the respondents such as gender, age, qualification, and experience). Each presented as follows:

Table 2. Demographics Profile

Gender of the Respondents		
<i>Characteristics</i>	<i>Frequency</i>	<i>Percentage</i>
Male	167	67.3
Female	81	32.7
Age of the Respondents		
20 - 30 Years	63	25.4
31 - 40 Years	82	33.1
41 - 50 Years	47	19
51 - Above	56	22.6
Education of the Respondents		
BA/BSc	81	32.7
MA.MSc	112	45.2
MA/Mphile	47	19
PhD	8	3.2
Experience Level of the Respondents		
0 - 1 Years	106	41.7
2 - 4 Years	87	35.1
5 - 8 Years	21	8.5
9 - 11 Years	32	12.9
12 - 15 Years	2	0.8
Total	248	100%

Table 2 shows the statistical results for demographic profile of the respondents. Out of the entire sample of 248 participants, 167 (67.3%) were males and 81 (32.7%) were females. This suggests that the majority of responders were male, pointing to a probable gender imbalance in the staff at the selected private banks in Kabul, Afghanistan. The valid percent and cumulative percent numbers confirm the data's consistency and completeness, as there are no missing replies for this demographic attribute. The table also shows the age distribution of the study's respondents. Among the 248 participants, the largest age group was 31-40 years, with 82 (33.1%), followed by 20-30 years, with 63 (25.4%). In addition, 56 respondents (22.6%) were 51 years or older, while 47 respondents (19.0%) were between the ages of 41 and 50. These findings indicate that the bulk of the staff in the selected private banks is young to middle-aged, with the highest representation in the 31-40 age range. The cumulative percentages show a smooth distribution across the age groups, with complete data coverage and no missing values.

Furthermore, the table shows the educational backgrounds of the study participants. Among the 248 participants, 112 (45.2%) possessed a Master's degree (MA/MSc), showing a high level of postgraduate education among the staff in the selected private banks. This was followed by 81 respondents (32.7%) with a Bachelor's degree (BA/BSc), 47 respondents (19.0%) with an MA/MPhil, and just 8 respondents (3.2%) with a PhD. These numbers indicate that the majority of employee have higher academic qualifications, which may improve their engagement, leadership responsiveness, and emotional resilience. The cumulative percentage indicates that all data was genuine and accounted for, with no missing responses. Moreover, the statistical results in table 2 shows the respondents work experience dispersion. The majority of the 248 participants 106 (42.7%) had 0-1 years of experience, indicating a very young and early-career workforce in the selected private banks. This was followed by 87 respondents (35.1%) with 2-4 years of experience, indicating that a sizable proportion of employee had a short to medium tenure. Furthermore, 32 respondents (12.9%) had 9-11 years of experience, 21 respondents (8.5%) had 5-8 years, and only two respondents (0.8%) had 12-15 years of experience. These findings indicate that, while the workforce is primarily made up of less experienced individuals, there is still a presence of mid- to senior-level professionals who may affect organizational dynamics such as engagement, leadership response, and emotional stability.

4.2 RELIABILITY ANALYSIS

Following is the statistical results of reliability analysis presenting the Cronbach's alpha value for the research items and the interpretation:

Table 3. Reliability Statistics

S/N	Variables	N of Items	Cronbach's Alpha Value
1	Empowering Leadership	6	.867
2	Employees Engagement	4	.871
3	Emotional Stability	5	.779

The reliability study results in table 3 show that all three variables have acceptable to excellent internal consistency. Empowering Leadership, measured with six items, had a Cronbach's alpha of .867, indicating high reliability. Employee engagement, measured using four items, achieved even higher dependability, with a Cronbach's alpha of .871, indicating strong internal consistency. Emotional Stability, measured with 5 items, had a Cronbach's alpha of .779, which is still regarded acceptable and shows that the items accurately measure the construct. Overall, the findings indicate that the measurement scales utilized in the study are reliable and appropriate for further investigation.

4.3 CORRELATION ANALYSIS

Following is the statistical results of the correlations between the study variables:

Table 4. Correlations

Empowering Leadership	Pearson Correlation	1	.350**	.188**
	Sig. (2-tailed)		.000	.003
	N	248	248	248
Emotional Stability	Pearson Correlation	.350**	1	.426**
	Sig. (2-tailed)	.000		.000
	N	248	248	248
Employee Engagement	Pearson Correlation	.188**	.426**	1
	Sig. (2-tailed)	.003	.000	
	<u>N</u>	<u>248</u>	<u>248</u>	<u>248</u>

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4 shows the association matrix for the study's three important variables: Empowering Leadership, Emotional Stability, and Employee Engagement. Empowering Leadership has a substantial positive correlation with Emotional Stability ($r = .350$, $p < .01$), indicating that empowering staff leads to increased emotional stability. Empowering Leadership has a positive correlation with Employee Engagement ($r = .188$, $p < .01$), however the link is weaker. Emotional stability has a significant positive link with employee engagement ($r = .426$, $p < .01$), suggesting that emotionally secure people are more involved at work. All correlations are statistically significant at the 0.01 level (2-tailed), indicating initial support for the study's hypothesized links.

Table 5. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	13.564	2	6.782	27.466	.000
Residual	60.495	245	.247		
Total	74.059	247			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Empowering Leadership, Emotional Stability

4.4 REGRESSION ANALYSIS

The regression analysis present (model summary, anova, and coefficient) results; in this part the researcher presents all mentioned statistical results with interpretation as following:

Table 6. Regression Analysis

R	R Square	Adjusted R Square	Std. Error of the Estimate
.428 ^a	.183	.176	.49691

a. Predictors: (Constant), Empowering leadership, Emotional stability

Table 6 shows the model summary for the regression study, which determines the predictive value of Empowering Leadership and Emotional Stability on Employee Engagement. The R-value (.428) suggests a moderate positive correlation between the predictors and the dependent variable. According to the R Square (.183), Empowering Leadership and Emotional Stability together account for approximately 18.3% of the variance in Employee Engagement. The Adjusted R Square (.176) significantly increases

this value to account for the number of predictors in the model, hence enhancing the model's overall dependability. The Standard Error of the Estimate (.49691) is the average distance that the observed values deviate from the regression line, with a lower number indicating better fit.

The regression model's ANOVA results are shown in Table 5, which looks at the combined effect of Empowering Leadership and Emotional Stability on Employee Engagement. The regression model is statistically significant, as indicated by the F-value of 27.466 and a significance level (Sig.) of .000, meaning that the predictors together significantly explain the variance in employee engagement. The model accounts for a significant amount of the variability in the dependent variable, as indicated by the Regression Sum of Squares (13.564) compared to the Residual Sum of Squares (60.495). The significance value is less than 0.05, confirming that the model fits the data well and that Empowering Leadership and Emotional Stability together have a significant impact on Employee' Engagement.

Table 7. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	1.975	.351		5.625	.000
Emotional stability	.118	.125	.145	1.724	.007
<u>Empowering leadership</u>	<u>.557</u>	<u>.084</u>	<u>.410</u>	<u>6.654</u>	<u>.000</u>

a. Dependent Variable: Employee engagement

The regression analysis's coefficients, which show how each of emotional stability and empowering leadership contributes to employee engagement, are shown in Table 7. Empowering Leadership's unstandardized coefficient (B) is .557, with a t-value of 6.654, a standard error of .084, and a significance level of .000. With a B value of .118, a t-value of 1.724, and a significance level of .007, this result demonstrates a strong and statistically significant positive link. Likewise, emotional stability demonstrates a beneficial impact. The p-value is below .05, indicating that emotional stability also has a statistically significant impact on employee engagement, even with the comparatively smaller coefficient. Together, these results show that emotional stability and empowering leadership are significant indicators of employee engagement.

4.5 MEDIATION ANALYSIS

Following is the results of mediation analysis, where emotional stability plays as mediation between empowering leadership and employee engagement:

Table 8. Mediating effect of emotional stability

Path	Effect	SE	t	P	LLCI	ULCI
Empowering Leadership → Employee Engagement	.5567	.0837	6.6545	.0000	.3919	.4103
Empowering Leadership → Emotional Stability	.5579	.0247	.7273	.0000	.1307	.1664
Emotional Stability → Employee Engagement	.0156	.0243	1.8237	.0000	.2685	.2864
Mediation (Indirect Effect)	.4103	.0332	.8654	.0000	1.2834	2.6667

The mediation study found that empowering leadership has a substantial direct effect on employee engagement ($b = .5567$, $p < .001$). Empowering leadership improves emotional stability ($b = .5579$, $p < .001$), which increases employee engagement ($b = .0156$, $p < .001$). The indirect effect of empowering leadership on engagement via emotional stability is also substantial ($b = .4103$, 95% CI (.2685,.2864), implying that emotional stability mediates this relationship. These findings demonstrate that empowering leadership not only directly increases employee engagement, but also indirectly by improving emotional stability.

5 DISCUSSIONS

This study investigates the impact of empowered leadership on employee engagement, with an emphasis on the mediating function of emotional stability. Empowering leadership, defined by distribution of responsibility, encouragement of employee autonomy, and support for professional development, is crucial in improving employee psychological connection to their jobs. According to the study, emotionally stable employee those who are calm, resilient, and less anxious are more likely to respond positively to empowering leadership by displaying greater energy, dedication, and absorption in their positions. Emotional stability thus acts as a major psychological process by which empowering leadership leads to enhanced employee engagement, implying that both leadership style and employee emotional qualities must be considered in order to build a highly engaged workforce.

According to the study's findings, employee engagement is greatly and favorably impacted by empowering leadership. With a regression coefficient of $B = .557$, $t = 6.654$, and $p = .000$ for empowering leadership, there was a significant and statistically significant impact. This confirms other studies indicating employee are more engaged when managers allow for autonomy, delegate authority, and create a participative atmosphere (Amir & Mangundjaya, 2023; Susanty et al., 2022). Increased motivation and emotional investment result from empowered leadership since it gives workers a stronger sense of purpose and ownership over their job (Alrowwad et al., 2020). The regression model's large beta value ($\beta = .410$) further supports the idea that involvement in the private banking industry is strongly predicted by empowering leadership.

This finding is consistent with previous research indicating that empowering behaviors such as delegation, encouragement, and developmental assistance build a climate conducive to involvement (Namasivayam et al., 2023). Employee working for inspiring leaders are more likely to feel trusted and valued, which boosts their psychological presence and dedication (Yoon & Joo, 2023). Furthermore, Raza et al. (2022) suggest that empowered leadership meets intrinsic psychological demands, which are essential for maintaining high levels of engagement. In this study, empowering leadership appeared as the most impactful factor, implying that leadership approaches in the private banking sector should prioritize empowerment to improve employee outcomes.

Empowering leadership has a positive correlation with emotional stability ($r = .350$, $p < .01$), suggesting that leaders who empower their subordinates help reduce emotional volatility and improve employee calmness. Emotional stability, which is frequently defined by attributes such as resilience, tranquility, and low anxiety, appears to be enhanced when employees feel supported and trusted by their leaders (Wei et al., 2023). According to Al-Husseini et al. (2023), empowering leadership allows people to better manage workplace stress, resulting in enhanced emotional regulation and psychological well-being. This favorable influence shows that empowered leaders serve as psychological resources for their people, offering a buffer against workplace obstacles (Wu et al., 2022). Employees' confidence and emotional resilience improve as they are given more autonomy and decision-making responsibilities. Tian et al. (2022) and Ferraresi et al. (2021) found that empowering leadership fosters a safe and supportive environment, which minimizes emotional discomfort. These findings highlight the importance of empowerment-focused leadership development initiatives for stabilizing and strengthening employees' emotional capacities.

The findings indicate that emotional stability has a statistically significant effect on employee engagement, albeit a mild effect ($B = .118$, $t = 1.724$, $p = .007$). This shows that emotionally stable employees—those who are calm, resilient, and less anxious—have higher levels of engagement. Emotional stability allows people to manage job demands more efficiently, increasing their focus, vitality, and dedication (Zhou & Wu, 2023; Sulea et al., 2023). Employees that are emotionally balanced are less prone to suffer burnout or disengagement during times of stress or organizational change (Narayanan et al., 2022).

The correlation analysis indicates a substantial positive association between emotional stability and employee engagement ($r = .426$, $p < .01$). This highlights the importance of emotional well-being in preserving employee dedication and energy at work. As Alrawadieh et al. (2023) point out, emotional stability helps an individual stay productive and attentive even in difficult situations. In the banking sector, where work circumstances can be stressful, emotional stability is crucial for maintaining consistent employee engagement levels (Bono et al., 2022).

Although empowering leadership significantly predicted employee engagement, and emotional stability was similarly positively connected with engagement, emotional stability appears to have a partial and small mediation impact. When both variables were included in the regression, empowering leadership maintained a large direct effect ($B = .557$, $p = .000$), but emotional stability had a weaker, but still statistically significant,

influence ($B = .118, p = .007$). This implies that, while emotional stability helps to increase engagement, it does not fully moderate the impact of empowered leadership.

Furthermore, partial mediation is consistent with recent findings in leadership literature, which show that emotional elements can operate as conduits via which leadership influences behavior (Rehman et al., 2023; Zhang et al., 2023). Other factors, such as psychological empowerment and perceived organizational support, may influence this association more strongly (Qiu et al., 2022). The findings suggest that empowering leadership improves engagement both directly and indirectly by generating emotional stability; however, emotional stability alone does not fully explain the empowering leadership-engagement link. Thus, while emotional stability serves as a mediator, future study should take into account additional psychological or contextual elements to completely understand the process.

6 CONCLUSION AND RECOMMENDATIONS

This study sought to evaluate the impact of empowered leadership on employee engagement, with a specific focus on the mediating effect of emotional stability among employee in the private banking sector. The study found that empowering leadership has a large and beneficial impact on employee engagement, indicating that when leaders distribute responsibility, provide assistance, and encourage participation, employee are more likely to be emotionally committed in their work. Furthermore, empowering leadership was found to improve employee' emotional stability, implying that such leadership approaches contribute to a psychologically safe and resilient work environment. Emotional stability also had a significant, albeit minor, impact on employee engagement, emphasizing its importance as a psychological feature in maintaining job performance and passion.

Furthermore, the study found that emotional stability played a partly mediation role in the association between empowering leadership and employee engagement. While empowering leadership remained the largest predictor, emotional stability provided additional explanations for how employee respond to leadership actions. These findings underline the need of empowering leadership styles and promoting employee' emotional well-being in order to increase engagement levels. Investing in leadership development and emotional support efforts can result in long-term benefits for firms, particularly those in dynamic industries such as banking. Future study should investigate additional

mediators and use longitudinal data to have a better understanding of these interactions across time.

To promote empowering leadership practices in the workplace: organizations, especially in the private banking sector, should invest in programs that stress delegation, shared decision-making, and employee recognition. Empowering leadership has a substantial positive link with employee engagement ($\beta = 0.410$, $p < .001$). Actively empowering teams can greatly boost morale, motivation, and involvement.

Integrate psychological support to improve emotional stability: Emotional stability had a minor direct effect on employee engagement ($\beta = 0.145$, $p < .05$), but a substantial association with both empowering leadership and engagement suggests an indirect influence. Employers should offer mental health resources, stress management courses, and employee assistance programs to foster emotionally healthy and resilient workforces, particularly in high-stress industries such as banking.

Use Empowering Leadership to Improve Emotional Stability: Empowering leadership has a substantial association with emotional stability ($r = .350$, $p < .001$). Therefore, management should adopt leadership styles that foster trust, autonomy, and psychological safety. This strategy not only boosts morale, but it also helps employee regulate their emotions and maintain their psychological well-being over time.

Focus on Employee Engagement as a Strategic Priority: Employee engagement was highly influenced by both empowered leadership and emotional stability, therefore HR departments should make engagement a primary organizational aim. This can be accomplished by developing recognition programs, career progression opportunities, and feedback mechanisms that make employee feel appreciated and linked to the organization's mission.

Encourage Future Research and Continuous Evaluation: Organizations should work with academic institutions on regular assessments of leadership methods, employee wellbeing, and engagement indicators. Longitudinal research and larger samples can provide more detailed insights into how these dynamics evolve over time and in diverse cultural or organizational contexts, resulting in more usable data for strategic improvements.

Despite the remarkable findings, this study has a number of limitations. First, the use of a cross-sectional research methodology makes it difficult to draw causal links between empowering leadership, emotional stability, and employee engagement (Podsakoff et al., 2012; Wang et al., 2021). The data simply covers a single point in time,

which ignores the dynamic nature of leadership behaviors and emotional attributes throughout time. Second, the use of self-reported questionnaires may have added common method variance and social desirability bias (Donaldson & Grant Vallone, 2002; Spector, 2019). Participants' replies may have reflected how they wish to be viewed rather than their real experiences. Furthermore, using a single data collection approach without triangulation from supervisors or peer assessments reduces the robustness of the results (Conway & Lance, 2010; Park & Johnson, 2022).

Another limitation is the sampling technique. The study used convenience sampling from four private banks in Kabul, which limits the findings' applicability to other sectors or regions (Etikan, Musa, & Alkassim, 2016; Palinkas et al., 2015). The sample's homogeneity may not accurately reflect the greater range of organizational structures and staff backgrounds in Afghanistan or elsewhere. Furthermore, crucial moderating variables such as job function, tenure, and departmental variations were overlooked, which might have provided a more in-depth knowledge of how empowered leadership affects diverse employee groups (Mayer et al., 2009; Liden et al., 2020). These factors may have influenced the connections discovered in the current investigation.

Future research should address these constraints by using longitudinal designs to investigate how empowering leadership affects emotional stability and engagement over time (Zacher & Johnson, 2015; Breevaart et al., 2021). Multi-source data collection, such as supervisor evaluations, peer comments, and objective performance data, could also help to improve the findings' validity and eliminate bias (Chiaburu et al., 2013; Gooty et al., 2022). Future study should also look at these associations in diverse businesses and cultural locations to see if the findings are consistent and generalizable (Yukl and Mahsud, 2010; Zhang and Bartol, 2010). It would also be beneficial to investigate additional psychological and organizational mediators, such as psychological empowerment, job crafting, and organizational culture, that may influence or interact with the existing factors (Cai et al., 2018; Kark et al., 2015).

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BIOGRAPHY

Omid MIRZADA

This is Omid Mirzada is originally from Afghanistan. After completing his 12th grade, he pursued his higher education abroad. He earned his Bachelor's degree from **Sharda University** in India, driven by a strong passion for academic growth and international experience. Eager to advance further, Omid continued his studies in Turkey, enrolling in a Master's program at **Beykoz University**.

Currently in the final semester of his program, Omid is completing his thesis titled “*The Impact of Empowering Leadership on Employee Engagement: Examining the Mediating Role of Emotional Stability*” under the supervision of **Assoc. Prof. Dr. Ümit Deniz İLHAN**. His academic journey reflects a deep interest in leadership dynamics, organizational behavior, and emotional intelligence in the workplace.

Regards

Appendix I: Demographics

Question 1: What is your gender?

1 = Male

2 = Female

Question 2: Choose your age?

1 = 20 – 30 years

2 = 31 – 40 years

3 = 41 – 50 years

4 = 51 or above

Question 3: Choose your educational level?

1 = BA / BSC

2 = MBA / MSc

3 = MA / MPHIL

4 = PhD

Question 4: What is your experience level?

1 = 0 – 1 year

2 = 2 – 4 years

3 = 5 – 8 years

4 = 9 – 11 years

5 = 12 – 15 years

6 = 16 or more

Appendix II: Research Items (survey questionnaire)

S/N	Empowering Leadership	SD	D	N	A	SA
1	My leader helps me understand how my objectives and goals relate to that of the company.	1	2	3	4	5
2	My leader helps me understand how my job fits into the bigger picture.	1	2	3	4	5
3	My leader encourages me to solve problems on my own.	1	2	3	4	5
4	My leader allows me to make important decisions quickly to satisfy customer needs.	1	2	3	4	5
5	My leader encourages me to use my own judgment in decision-making.	1	2	3	4	5
6	My leader expresses confidence in my ability to perform at a high level.	1	2	3	4	5

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S/N	Employee Engagement	SD	D	N	A	SA
1	At my work, I feel bursting with energy.	1	2	3	4	5
2	I am enthusiastic about my job.	1	2	3	4	5
3	My job inspires me.	1	2	3	4	5
4	When I get up in the morning, I feel like going to work.	1	2	3	4	5

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S/N	Emotional Stability	SD	D	N	A	SA
1	I remain calm in tense situations.	1	2	3	4	5
2	I feel secure, even when things go wrong.	1	2	3	4	5
3	I can handle stress without becoming overwhelmed.	1	2	3	4	5
4	I am relaxed most of the time.	1	2	3	4	5
5	I rarely feel anxious or worried.	1	2	3	4	5

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