



T.C.

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DEPARTMENT OF BUSINESS (MANAGEMENT AND ORGANIZATION)

M.SC RESEARCH

**THE RELATIONSHIP BETWEEN PERSONNEL EMPOWERMENT
PRACTICES AND EMPLOYEE PERFORMANCE AND JOB SATISFACTION
IN THE CONTEXT OF STRATEGIC HUMAN RESOURCES MANAGEMENT:
A RESEARCH IN ERBIL PUBLIC AND PRIVATE INSTITUTIONS**

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Master thesis

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SCIENTIFIC ETHICS PAGE

According to the thesis writing guide of Tokat Gaziosmanpaşa University, Graduate Education Institute, My Master's thesis named “**THE RELATIONSHIP BETWEEN PERSONNEL EMPOWERMENT PRACTICES AND EMPLOYEE PERFORMANCE AND JOB SATISFACTION IN THE CONTEXT OF STRATEGIC HUMAN RESOURCES MANAGEMENT: A RESEARCH IN ERBIL PUBLIC AND PRIVATE INSTITUTIONS**” that I have prepared under the consultancy of “Prof.Dr.Yücel EROL” is based on scientific ethical values and rules. I hereby declare that it is an appropriate, original work, and I will accept any legal sanctions if it is determined otherwise.

Signature

Aras Khudhur Ahmed GALALI

ÖZET

STRATEJİK İNSAN KAYNAKLARI YÖNETİMİ BAĞLAMINDA PERSONEL GÜÇLENDİRME UYGULAMALARI İLE ÇALIŞAN PERFORMANSI VE İŞ TATMİNİ ARASINDAKİ İLİŞKİ ERBİL KAMU VE ÖZEL KURUMLARINDA BİR ARAŞTIRMA

Aras Khudhur Ahmed GALALI

Prof. Dr. Yücel EROL

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Bu çalışma, stratejik insan kaynakları yönetimi (SİKAY) çerçevesinde, personel güçlendirme uygulamaları ile bu uygulamaların çalışan performansı ve iş tatmini üzerindeki karmaşık etkileşimini araştırmaktadır. Erbil'deki hem kamu hem de özel kurumları odaklayan bu araştırma, çağdaş işyerinde organizasyon etkinliğini şekillendiren dinamiklere dair değerli anlayışlar sunmayı amaçlamaktadır. Metodoloji, kantitatif anketler ve nitel mülakatları birleştiren karma bir yaklaşımı benimsemekte olup, kapsamlı veri toplamak için kullanılmaktadır. Analiz, stratejik İKY prensipleri ile uyumlu olmalarına dikkat ederek, karar alma otonomisinden beceri geliştirme girişimlerine kadar çeşitli personel güçlendirme uygulamalarını kapsamaktadır. Çalışan performans ölçütleri ve iş tatmini göstergeleri incelenerek, güçlendirme stratejileri ile organizasyonel sonuçlar arasındaki nüanslı bağlantılar ortaya çıkarılmaktadır. Bu araştırmanın bulguları, personel güçlendirme uygulamalarının çalışan performansı ve iş tatmini üzerindeki etkilerini aydınlatarak, mevcut bilgi birikimine katkıda bulunmaktadır. Bu anlayışların sonuçları, kamu ve özel sektörleri kapsayarak, insan kaynakları yönetimi ve organizasyonel gelişimde stratejik kararları bilgilendirmektedir.

Anahtar Kelimeler: Stratejik İnsan Kaynakları Yönetimi, Personel Güçlendirme, İş Tatmini, Çalışan Performansı.

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ABSTRACT

This study investigates the intricate interplay between personnel empowerment practices and their impact on employee performance and job satisfaction within the framework of strategic human resources management (SHRM). Focused on both public and private institutions in Erbil, the research aims to provide valuable insights into the dynamics shaping organizational effectiveness in the contemporary workplace. The methodology employs a mixed-methods approach, combining quantitative surveys and qualitative interviews to gather comprehensive data. The analysis encompasses diverse personnel empowerment practices, ranging from decision-making autonomy to skill development initiatives, with a keen eye on their alignment with strategic HRM principles. Employee performance metrics and job satisfaction indicators are scrutinized to unveil the nuanced connections between empowerment strategies and organizational outcomes. The findings of this research contribute to the existing body of knowledge by shedding light on the specific mechanisms through which personnel empowerment practices influence employee performance and job satisfaction. The implications of these insights extend to both public and private sectors, informing strategic decisions in human resources management and organizational development.

Keywords: Strategic Human Resources Management, Personnel Empowerment, Job Satisfaction, Employee Performance.

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I am deeply grateful to my family, particularly my mother, for their unconditional love, trust, support, and belief in me and my choices.



DEDICATED TO

Praise be to God, the Great, the Generous, He opens to whomever He wills of His servants with the truth, and He is the All-Knowing Fattah.

I dedicate this humble deed to those who are my pride and my treasure, to those who have supported me throughout life, and those to whom pleasing God is linked, to the candle of my way and the balm of my life, Father. Mother.

To my sisters, brothers.



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CHAPTER ONE

1. INTRODUCTION

1.1 Background of the study

Modern strategic human resource management cannot function without principles of employee empowerment. Workers are said to be empowered when they are given the autonomy to make choices about their work and the support to get the skills they need to do their jobs well. Empowerment strategies like these have been shown to improve productivity and morale on the workplace. Employees' performance, motivation, and happiness in the workplace all improve when they are given more responsibility and autonomy. The following discussion centers on the importance of people empowerment methods within the framework of strategic human resources management (Ahearne et al, 2005) to improve employee performance and job satisfaction.

Empowering workers has been shown to boost both productivity and happiness on the workplace, according to studies in the area of human resource management. When workers are given more leeway and authority to make decisions on the job, they are better equipped to personalize their work experience to best suit their skills and preferences. Employees report more happiness on the workplace when given more freedom and responsibility. Employees that are happy in their jobs are more invested in what they do, which in turn boosts productivity (Gomez-Mejia et al, 2021).

As an added bonus, empowering policies and procedures help get everyone on board with the company's long-term goals. When workers are given greater autonomy over their job, they are more likely to take pride in their efforts and connect themselves with the organization's objectives. In addition, when workers are given greater responsibility and autonomy, they are more invested in the success of their firm. As a result, there is less absenteeism, less expenses associated with turnover, and greater retention rates (Kooij et al., 2018).

Human resource procedures need to be aligned with the organization's broader objectives for employee empowerment to be effective. The HR team's responsibility is to draft rules and procedures that provide workers a voice while also supporting the company's mission. For instance, improved alignment with the company's strategic goals might result from introducing training and development programs that cultivate skills and knowledge related to the organization's objectives (Srivastava & Agarwal, 2021).

In conclusion, in the context of strategic human resource management, people empowerment methods are crucial to improving employee performance and work satisfaction. Empowered workers are more likely to be enthusiastic about their jobs and devoted to the company's success. Employees are more likely to be satisfied and productive in their jobs when their employers put an emphasis on methods that empower them (Liu et al., 2019).

1.2 Objective of the study

The aim of the proposed study is to understand the role personnel empowerment practices and employee performance and job satisfaction in the context of strategic human resources management. The research will focus on Erbil city in Iraq and the public and private institutions in this city are used for case study purposes in this research. In order to have a clarify view about our research, we will make some questions about the subject of study. Translating the problems into specific questions enables managers and researchers to specify research objectives, hypotheses to be tested, information needs, and ultimately to determine the appropriate research design. The basic questions that will be investigated by this research will included:

- What is the meaning of concepts of personnel empowerment practice, employment performance, and job satisfaction?
- What does strategic human resources management means?
- What factors are affect personnel empowerment practice, employment performance, and job satisfaction?
- Is there any relationship between strategic human resources management and personnel empowerment practice, employment performance, and job satisfaction?

The main research questions can be split into the following set of interlinked research objectives that will be followed in the study:

- To assess the personnel empowerment practice, employment performance, and job satisfaction.
- To explain human resources management.
- To examine the nexus between relationship between strategic human resources management and personnel empowerment practice, employment performance, and job satisfaction.

1.3 Significance of the study

There are some aspects of the significant of this research. First of all, this research will clarify us the importance of strategic human resources management in all organization which add more information by readers and managers about this important kind of management skills. Secondly, the research will also discuss empowerment practices and employee performance and job satisfaction as dependent variables that can be seen as the vital factors among all organizations and enterprises to improve their human resources. Then we will try to find out the effect of strategic human resources management on those variables in the public and private sector in Erbil city in Iraq that in the best of our knowledge our research is among the few researches that have focused on this city. Finally, this discussion also makes it possible for students and academics to use it as a scientific source to use as a scientific source and it will encourage the future researches to be done about this subject.

1.4 Hypothesis

The main hypothesis of this is to examine if the employee empowerment by managers has affected by employee performance and job satisfaction by the employees of private and public sector in Erbil city in Iraq.

1.5 Limitation of the study

Limitations are matters and occurrences that arise in a study which are out of the researcher's control. They limit the extensivity to which a study can go, and sometimes affect the end result and conclusions that can be drawn. Every study, no matter how well it is conducted and constructed, has limitations. A limitation associated with qualitative study is related to validity and reliability. "Because qualitative research occurs in the natural setting it is extremely difficult to replicate studies". There some limitations that may our research face such as:

- a) Since the secondary data will be used in this research, one of the limitations with research as There will be a huge amount of secondary data available but it is important to evaluate that the type of data needed for a particular study is available or not. On the same hand, there is no exact way to find out the accuracy of the secondary data but some measures like the methodology used; sources and their

dependability etc. can be carried out to check its accuracy. Finally, the sufficiency means to check if the available data is enough for the study being undertaken.

- b) Time constraints is another limitation that may arise for our study. The research is related to a current subject that requires short-term and long-term solutions need to be proposed. Meanwhile, proposing appropriate solutions at the appropriate time is required in order to increase the importance of the study. However, as student we need to work according to the timetable and deadlines to deliver our paper to university. Academic researchers might also have to meet deadlines for submitting a manuscript to a journal or face other time constraints related to their research.
- c) Another limitation is related to using the primary data that is used in the studies that use this kind of data as the collected data is free from interviewer bias, sampling errors, errors in questionnaire design and other limitations that an individual amateur researcher might make while doing primary research themselves.

CHAPTER TWO

2. Literature review

2.1 Empowerment Top of Form

Employees are said to be empowered when they are given more responsibility and say in organizational matters. Improved work performance, job happiness, and organizational commitment are just some of the beneficial results that have been connected to empowerment as an important component of contemporary human resource management. When workers have greater control over their work, they are more invested in their jobs and more likely to do a good job. Better organizational results may result from this, including higher production and profits (Breevaart et al, 2018).

The literature on organizational behavior is rife with discussions and studies of the idea of empowerment. Kanter (1977) offered one of the early conceptualizations of empowerment when he claimed that empowerment included the transfer of authority, resources, and knowledge to workers so that they may assume responsibility for their work and take part in decision-making processes. Since then, researchers have looked at how empowerment affects things like productivity, morale, and turnover inside businesses (Li et al., 2019).

Employee happiness on the work is boosted as a direct result of empowerment. Empowerment strategies have been proven to increase work satisfaction repeatedly (Spreitzer, 1995; Ahearne et al., 2005). When workers are given greater autonomy over their work, they often report higher levels of job satisfaction. When workers have greater say over their job, they are more likely to feel a sense of ownership over their responsibilities and the company as a whole.

Employee productivity is boosted when they feel empowered to make decisions. Employees are more likely to do a good job if they have some say in the choices that affect their work, according to studies. Giving workers a say in how they do their jobs boosts motivation because it makes them feel like their efforts matter and that they have a direct impact on the company's success (Zhang & Bartol, 2010).

The efficiency of empowerment strategies is affected by a number of variables. Leadership style is one of the most critical components. Avolio and Bass (2002) argue that leaders that demonstrate transformational leadership characteristics such offering assistance, distributing authority, and providing feedback are more likely to create an

enabling work environment that encourages employee engagement and involvement. Employee empowerment is, in large part, fostered by the culture of a business. More likely to develop an atmosphere that promotes employee empowerment are organizations that place a premium on a culture of trust, cooperation, and transparency (Baer et al., 2020).

Modern human resource management relies heavily on empowerment, which has been shown to boost productivity, morale, and loyalty in the workplace. Employees are encouraged to take initiative and own their job when their supervisors give them more responsibility, more resources, and more knowledge. Leadership style and organizational culture are two examples of characteristics that may make or break the success of empowerment techniques (Hong et al, 2019).

2.1.1 Benefit of Empowerment

An organization's performance, employee happiness, and general effectiveness may all benefit from empowering its workers. The term "empowerment" refers to the practice of giving people or groups the authority to control their own destiny in the workplace. The company as a whole and its workers individually stand to gain from this. In this answer, we will highlight many advantages of empowerment and provide supporting research.

Employee engagement and contentment in the workplace are boosted as a direct result of empowerment. Employees are more invested in their job when they have some say over their surroundings, according to studies (Spreitzer, 1995). In addition to experiencing increased levels of job satisfaction, empowered workers are more engaged in their work and their workplaces (Spreitzer, 1995).

Empowerment also encourages new forms of thought and expression. Employees are more likely to come up with creative and inventive solutions to challenges when they are given the opportunity to think freely and take risks (Amabile, 1998). The firm stands to gain efficiency and an edge in the market as a result.

Increased employee engagement is another benefit of empowering them to make decisions. Employees are more inclined to put out their best effort and work toward their objectives if they believe they have some control over their job (Deci & Ryan, 1985). The business may see increased performance and production as a result.

Furthermore, empowerment might result in enhanced overall performance. Employees are more likely to take initiative and work hard toward their objectives if they have some say in how they use their time at work (Kirkman & Rosen, 1999). The business may see increased performance and production as a result.

Customer happiness may be increased via empowerment as well. Customers are more likely to remain loyal to a business whose personnel are given the autonomy to go above and beyond in meeting their demands (Bowen & Lawler, 1992). As a result, the company's reputation and client loyalty may both improve.

Finally, empowerment may result in better work-life balance and more adaptability in the workplace. Employees are better equipped to manage their time effectively (Spreitzer, 1995) when they have greater say over their work schedules and responsibilities. Employees may experience higher levels of happiness and health as a result.

There are several advantages to empowering workers and companies alike. greater workplace flexibility and work-life balance for workers, greater customer satisfaction, increased productivity, increased employee contentment, and increased job satisfaction are just a few of the advantages. Organizations that want to boost staff productivity and efficiency might use empowerment to great advantage.

2.1.2 Factors Influencing Empowerment

Careful examination of the elements influencing the efficacy of the adoption of employee empowerment techniques is necessary for its successful implementation. Several elements, such as leadership style, organizational culture, and employee abilities and knowledge, have been shown to affect the efficacy of empowerment methods (Gong et al., 2020).

An organization's level of success with employee empowerment initiatives is strongly correlated with the leadership style of its top executives. Leaders who demonstrate transformational leadership styles are more likely to foster an empowering work environment that encourages employee participation and involvement (Avolio & Bass, 2002). These leaders are characterized by empowering behaviors such as delegation of authority, providing support, and providing feedback.

Employee empowerment is greatly aided by the organization's culture. More likely to develop an atmosphere that promotes employee empowerment are organizations

that place a premium on a culture of trust, cooperation, and transparency (Baer et al., 2020). Employees are more likely to feel valued and have agency inside their workplace if they are given chances to learn and advance (Srivastava & Agarwal, 2021).

The efficiency of employee empowerment techniques is also heavily influenced by employees' level of expertise and knowledge. Workers should be competent enough in their fields to act autonomously when making judgments. Therefore, businesses must provide training and development programs that help workers grow professionally, so they may assume more responsibility and make better judgments on the job (Gong et al., 2020).

2.1.3 Disadvantage of Empowerment

The possibility for conflict and communication breakdowns is one of the key drawbacks of empowerment. When workers are given more discretion, there is a greater chance that they may make choices that run opposite to those of their superiors or peers (Dixon et al., 2014). This may cause problems with coworkers and hinder communication, both of which have the potential to disrupt operations and reduce productivity.

Lack of responsibility is another possible drawback of empowerment. It has been shown that giving workers greater say in their job might make them feel less responsible for the outcomes of their choices and actions (Dixon et al., 2014). Employees may not feel as much pressure to work effectively, which may lead to a lack of accountability and a decline in overall performance.

There may be less uniformity in policy and practice as a result of increased autonomy. Employees who are given greater discretion may make choices that are at odds with those of their superiors or peers, which may cause problems with decision-making and quality control (Kramar, 2014). Workers' bewilderment and dissatisfaction might spill over into their interactions with customers and other stakeholders.

Furthermore, effective implementation of empowerment may be resource- and time-intensive. To be successful, training and development must be heavily funded, and the program must be constantly monitored and evaluated (Kramar, 2014). This may be difficult for institutions that either lack the means or the will to fully commit to the empowering process.

Finally, managers may feel less secure if employees are empowered. Management may feel less in charge of the company and its operations if workers are given greater say in making decisions (Dixon et al., 2014). This may be difficult for managers used to a more conventional hierarchical structure and may need fundamental shifts in management philosophy and approach.

In conclusion, although empowerment provides many upsides, it's crucial to think about the drawbacks that might result from it. There are a number of drawbacks to decentralized decision-making, including the possibility for management to lose control, increased conflict and communication problems, and inconsistent decision-making and standards. In order to adopt an empowerment plan that is both successful and durable, organizations must give serious consideration to these obstacles.

2.1.4 The Process of Empowerment

Employees are empowered when they are given the discretionary authority, duty, and accountability to make choices that affect their job and contribute to the achievement of corporate objectives. Below, we outline the various stages of empowerment and provide references to supporting scholarly material.

Employees are empowered when they are given the discretionary authority, duty, and accountability to make choices that affect their job and contribute to the achievement of corporate objectives. Below, we outline the various stages of empowerment and provide references to supporting scholarly material.

1. The first stage in the empowerment process is to determine the boundaries of empowerment. The first step is to specify the areas in which workers have discretion. How far an organization goes in empowering its workers is a function of the confidence and trust its leadership has in those workers (Luthans & Youssef, 2007).
2. Provide training and resources: The next step in the empowerment process is to equip workers with the training and tools they need to fulfill their obligations. This may be done by giving them access to resources like educational materials and online courses (Spreitzer, 1996).
3. Delegate authority: Employee empowerment demands a high degree of trust and confidence in workers' talents before any decision-making authority is delegated to them. This stage entails empowering workers to make choices within their

purview and equipping them with the data they need to do so (Luthans & Youssef, 2007).

4. Employees are empowered when they are given discretionary decision-making authority, responsibility, and accountability in order to assume personal responsibility for their job and to make choices that contribute to the achievement of corporate objectives. Below, we outline the various stages of empowerment and provide references to supporting scholarly material.
5. stage 5: Establish the Boundaries of Empowerment. The first stage in the empowerment process is to establish the boundaries of empowerment. The first step is to specify the areas in which workers have discretion. How far an organization goes in empowering its workers is a function of the confidence and trust its leadership has in those workers (Luthans & Youssef, 2007).
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2.1.5 Autonomy When discussing community psychology and social work

Social work and community psychology are only two of many disciplines that have taken up the notion of empowering individuals and groups. By fostering individual and group self-efficacy and a feeling of collective power, social workers help clients take charge of their lives and move toward their stated objectives (Cleak & Schofield, 2015). The field of community psychology takes a similar view, arguing that involving communities in collective action and decision-making is key to fostering social change and resolving problems of social justice.

Recognizing the necessity of participatory techniques and cooperation between professionals and community people is a key element of empowerment in the fields of social work and community psychology. To empower clients or members of a

community, professionals must work together with them to define issues, brainstorm solutions, and assess outcomes (Mendes et al., 2011). Social workers and community psychologists may empower their clients and communities by working with them to increase their ability to make decisions and take action in response to unmet needs.

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Building social support networks and encouraging social connectivity are also key to empowerment in the fields of social work and community psychology. As a result of its positive effects on an individual's feeling of belonging, self-worth, and ability to cope with adversity, social support has been identified as a critical aspect in fostering empowerment and resilience (Zimmerman, 2000). Through their work with clients and community members, social workers and community psychologists may pave the way for stronger social support networks to form.

Social work and community psychology have made "empowerment" a fundamental idea because of its emphasis on the value of participatory methods, teamwork, and social support in bringing about good transformation. Building resilience, promoting social justice, and improving community well-being are all goals shared by social workers and community psychologists.

2.1.6 Empowerment in Economics

The economics sector has also adopted the notion of empowerment as a strategy of fostering economic growth and development by providing more avenues for people to have a voice in policy choices that influence their daily life. Entrepreneurship, the formation and management of enterprises or other activities that create economic value and contribute to the expansion of the economy, is frequently seen as a synonym for economic empowerment.

One method of economic empowerment is the providing of resources and assistance for start-ups and small enterprises. Assistance in the form of loans, grants, and other types of funding, as well as training and mentorship programs, are all examples of what may be provided to entrepreneurs (Kantis et al., 2015). Policymakers and development organizations may help people gain wealth, provide employment, and boost economic growth through encouraging entrepreneurial activity.

Expanded economic participation may be achieved via the advocacy of policies and institutions that are more inclusive. Protection of employees' rights and minimum wage and other labor norms are examples of policies that fall under this category (Rodrik, 2018). All members of society should be able to partake in the fruits of economic prosperity, and politicians may facilitate this by advocating for inclusive policies and institutions.

In economics, empowerment is a crucial idea because it highlights the value of allowing people to exercise agency in economic matters that directly influence their daily lives. Entrepreneurship and the promotion of economically inclusive policies and institutions are two ways in which policymakers and development organizations may work toward building an economy that is really inclusive and sustainable for everyone.

2.1.7 Empowerment In workplace management

Management through empowerment is a widely-studied and practiced strategy that has been shown to boost productivity, morale, and results in the workplace. Self-management is defined as "the process of providing employees with the freedom, responsibility, and resources they need to act independently and achieve their goals" (Spreitzer, 1995).

Empowering employees has several positive effects on productivity in the workplace. Workers that are trusted with significant decision-making authority report

higher levels of job satisfaction and commitment to their employers (Zhang & Bartol, 2010). This, in turn, may improve morale in the workplace and reduce turnover.

Empowering employees also boosts the efficiency of the company as a whole. Organizational agility and competitiveness may be enhanced when workers are given the authority to make choices and take action in response to changing customer wants and market demands (Hackman & Oldham, 1976). In addition, Bledow et al. (2013) found that companies with a culture that encourages employee agency produce more novel goods, services, and business models.

Empowerment in the workplace is not without its difficulties and possible drawbacks. Some workers, for instance, may lack the knowledge or expertise to make sound judgments or take on new duties, which may lead to subpar work or even errors (Chiang et al., 2016). Furthermore, some managers may be unwilling or unable to offer the necessary assistance and resources to properly empower people.

Organizations need to give careful consideration to their organizational culture, management practices, and employee development programs in order to effectively implement empowerment in the workplace (Gong et al., 2009). They also need to provide the necessary training and resources to help employees develop the skills and knowledge needed to make effective decisions and take on additional responsibilities.

In sum, employee empowerment is a broad and intricate notion that may provide substantial gains for businesses and their staff. Organizational performance, employee commitment, and job happiness may all benefit when workers are given the freedom to act on their own initiative with the backing of their employers.

2.2 Employee Performance

The term "performance" is used to describe an employee's level of success in accomplishing work-related objectives and making positive contributions to the business as a whole. It's vital to a company's prosperity since it affects how far the company can go in its pursuit of its goals. Job satisfaction, motivation, employee engagement, corporate culture, leadership, training and development, and employee empowerment are all contributors to employee success.

Employee productivity is directly correlated with job satisfaction. Workers who are content in their work environment are more likely to go the extra mile to succeed. Job satisfaction is impacted by a number of variables, including those listed by Bakoti (2016):

job design, work environment, work-life balance, job security, remuneration, and benefits. Companies who care more about their workers' happiness on the workplace often get better results from those workers.

Employee performance is also heavily influenced by factors such as motivation. highly motivated workers are more likely to go above and beyond in their work because they care about their success. Many aspects of a job might affect an employee's level of motivation, including pay, status, perks, autonomy, status, work stability, and advancement prospects (Locke & Latham, 2019). Companies who invest in their workers' morale see a rise in productivity.

The level of employee involvement is another major factor in determining productivity. When workers are invested in their jobs and their company's success, they are more likely to go the extra mile to make sure those objectives are met. Organizational culture, leadership, communication, feedback, and recognition are all important contributors to employee engagement (Saks, 2020). Employees are more productive when their organizations value them as people.

Employee productivity is also heavily influenced by the company's culture. Employees that feel valued, appreciated, and appreciated in the workplace are more likely to go above and beyond in their work. Leadership, communication, employee empowerment, and recognition are just a few of the aspects that may affect an organization's culture (Schein, 2010). Employees tend to perform better when their company places an emphasis on fostering a pleasant culture.

The quality of management has a major impact on productivity. High levels of productivity are the direct outcome of effective leadership that boosts workers' morale, involvement, and enjoyment on the job. Communication, feedback, acknowledgment, coaching, and mentorship all play a role in developing leaders (Avolio & Yammarino, 2013). Employees are more productive when their employers place a premium on strong leadership.

Investments in workers' education and growth have a direct bearing on their productivity. Regular training and development programs help workers perform better by giving them the tools they need to advance in their careers. Organizational culture, leadership, and employee engagement are all determinants of training and development

(Noe, Hollenbeck, Gerhart, & Wright, 2017). When companies invest in their workers' education and growth, they see a rise in productivity.

Empowering workers is a key factor in their productivity. Empowered workers are more invested in their work and more likely to go above and beyond to help the company succeed. Leadership, open lines of communication, and opportunities for professional growth are all contributors to an empowered workforce (Kirkman & Rosen, 2019). When an organization places a premium on employee autonomy, productivity rises.

2.2.1 Benefit of Employee Performance

Worker productivity is essential to every business's growth and prosperity. The term "performance" is used to describe an employee's level of success in their position and their impact on the business as a whole. There are a lot of upsides to having productive workers. For starters, it boosts the company's efficiency and bottom line. Staff members who consistently provide above-and-beyond results boost productivity and profitability (Bussin, 2015). Second, happy customers are the result of dedicated workers. Increased customer satisfaction and loyalty is the outcome of high-performing personnel that consistently provide excellent goods or services (Wang & Ahmed, 2020). Thirdly, increased employee engagement and retention is a direct result of high staff performance. When workers are satisfied with their compensation and benefits, they are less inclined to leave their jobs in search of better opportunities elsewhere (Merkle, 2018).

In addition, when workers excel, the company culture improves. In order to acquire high-performing personnel and build a favorable reputation for the company, it is important that current workers maintain a high level of performance (Cable & Turban, 2020). Employees who perform well are also more likely to come up with new and interesting ideas. Srivastava and Bhattacharya (2018) found that when workers are satisfied with their own performance, they are more inclined to take initiative and propose new ideas for the benefit of the company.

Enhanced teamwork and cooperation are additional benefits of high employee performance. Improved team dynamics and results are the consequence of high-performing people that work well together and cooperate successfully (Kramer, Sharma, & Krishnan, 2020). When employees do well, they have more chances to learn new skills and grow in their careers. Improved employee development and career progress is a direct

outcome of high performers receiving recognition, awards, and chances for career advancement (Joo & Park, 2019).

Employee performance has several important implications for a company's success. As an example, improvements in productivity and profitability, customer satisfaction, employee engagement and retention, organizational culture, innovation, creativity, teamwork and collaboration, and opportunities for professional growth and advancement all fall into this category. Job satisfaction, motivation, employee engagement, organizational culture, leadership, training and development, and employee empowerment are just some of the ways in which organizations may boost employee performance, which is crucial to the organization's success.

2.2.2 Disadvantage of Employee performance

The effectiveness of employees is essential to the growth and survival of any business. However, it is not without its possible drawbacks. Employees may feel unfairly treated and lose motivation if their performance reviews are erroneous or prejudiced (Murphy & Cleveland, 1995). One way in which managers' biases might skew their evaluations of employees is by harboring a personal grudge towards that worker. Similarly, relying simply on numerical indicators like sales or productivity may result in an inadequate or misleading assessment of an employee's success (Chiang & Birtch, 2015).

Employee performance has the potential downside of fostering unhealthy competition among workers, which is not optimal for creative problem solving or cooperation. Employees who are judged only on their own performance may be less motivated to collaborate with and help one another, creating a more competitive and isolating work atmosphere (Gardner, 2009). Employees' work satisfaction and retention are both negatively impacted when they perceive they are competing with one another for few resources (Holtom, Mitchell, Lee, & Eberly, 2008).

Employee performance also has the potential to cause leaders to prioritize short-term gains above long-term strategic goals. Employees may lose sight of the big picture if their performance is measured on a quarterly or annual basis (Baird & Meshoulam, 1986) and instead rewarded depending on how they perform in the here and now. As a result, workers may lack the motivation to think creatively and strategically about the company's long-term success. When workers prioritize short-term gains above long-term

repercussions, they risk damaging the company's brand and maybe breaking the law in the process (Baucus & Near, 1991).

Although employee performance is vital to an organization's prosperity, it is not without its drawbacks. Some examples include unfairness in performance reviews, an atmosphere that discourages teamwork, and prioritizing immediate gains over the long term. Organizations should be aware of these risks and take measures to reduce them, such as instituting rigorous yet fair performance assessment procedures, encouraging employees to work together in teams, and ensuring that short-term and long-term goals are in harmony.

2.2.3 Uses of Employee performance

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2.2.4 Measuring Employee performance

Both objective and subjective metrics may be used to assess an employee's performance. Quantitative and data-driven, objective measurements take into account things like sales volume, product quality, and customer satisfaction levels. Subjective metrics, on the other hand, are more open to interpretation and depend on the opinions of supervisors and coworkers.

Performance assessments are a common tool for evaluating staff effectiveness. An employee's performance assessment is an in-depth analysis of how well the individual has done in their position. Goals are established, performance is critiqued, and strategies for growth are formulated throughout the assessment process (DeNisi & Smith, 2014).

The utilization of 360-degree feedback is another method for evaluating an employee's performance. Employees, managers, coworkers, and even customers may all contribute to a full 360 degrees of feedback. By taking into account comments from a wider range of sources, this method delivers a more all-encompassing evaluation of an employee's performance (Atwater & Brett, 2006).

Key performance indicators (KPIs) are one kind of measurable objective metric that may be used to assess an employee's contribution to an organization. Key performance indicators (KPIs) are objective, quantifiable criteria that show how well a person is doing in relation to their duties. Sales goals, production levels, and customer satisfaction levels are all examples of key performance indicators (Kaplan & Norton, 1996).

Furthermore, some businesses utilize pay-for-performance schemes to assess staff efficiency. Employees are incentivized to do a better job since their pay is directly tied to

how well they do their job thanks to performance-based remuneration. Compensation in sales roles is often structured in this manner (Bloom & Milkovich, 1998).

In conclusion, evaluating staff performance is essential to running a productive business. Employees may be evaluated in a number of ways, including traditional reviews, input from all sides, key performance indicators, and pay tied directly to results. To maximize the likelihood of success in reaching their objectives, businesses should choose the approach most suited to their unique circumstances.

2.3 Job Satisfaction

In the subject of organizational psychology, job satisfaction has been examined extensively due to its complexity and varied nature. Job satisfaction, or an employee's degree of pleasure or enjoyment in their position, is influenced by several aspects, including but not limited to the following: the nature of the work, relationships with colleagues and supervisors, compensation and benefits, and prospects for growth. (Spector, 1997).

Individual and organizational outcomes such as job performance, turnover, and absenteeism may all be affected by employee satisfaction with their work (Judge, Thoresen, Bono, & Patton, 2001). When workers are happy in their occupations, they are more likely to put out maximum effort for the benefit of the company. However, discontented workers may be more prone to disengage from their work and participate in unproductive behaviors including absenteeism, turnover, and poor performance (Locke, 1976).

Researchers have expanded their investigations into the aspects that may affect an employee's degree of work satisfaction throughout the years. According to research (Hackman & Oldham, 1976), employment attributes including autonomy, task diversity, and feedback are significant determinants of job satisfaction. Job satisfaction has also been connected to other factors, such as social support from colleagues and supervisors and a sense of fairness and justice at work (Colquitt, Conlon, Wesson, Porter, & Ng, 2001).

Organizations that care about their employees and want to build an atmosphere that encourages employee engagement and productivity would do well to have a deeper understanding of the elements that lead to job satisfaction. Organizations may learn where

they can make changes to their employees' working conditions by keeping tabs on how their workers feel about their jobs.

The concept of job satisfaction is an important one in the field of organizational psychology. Job satisfaction is the degree to which an individual enjoys their work and may be affected by variables such as the nature of the work itself, the availability of social support, and the employee's sense of fairness and justice in the workplace. Organizations that want to create a positive work environment that fosters employee engagement and productivity would do well to gain a deeper understanding of the factors that contribute to job satisfaction, as it is a significant predictor of individual and organizational outcomes such as job performance, turnover, and absenteeism.

2.3.1 Models

2.3.1.1 Affect theory

One of the most well-known theories of work happiness was developed by Edwin A. Locke in 1976 and is called the Range of Affect Theory. The primary idea behind this theory is that an individual's level of job satisfaction depends on how much of a mismatch there is between their ideal work situation and their actual one. Furthermore, the theory suggests that the degree to which one is content or unsatisfied when their expectations are realized is moderated by how much they value a particular aspect of their job (such as the degree of autonomy in a position). A person's level of happiness at work is significantly affected by how much they value certain aspects of their employment, both positively (when expectations are satisfied) and adversely (when expectations are not met).

Employee A will be more pleased in a job that gives a high degree of autonomy and less satisfied in a position that offers little or no autonomy than Employee B because Employee A places a higher value on autonomy in the workplace. According to this hypothesis, the more an employee appreciates a certain aspect of their job, the more negative effects too much of that aspect would have on their overall job satisfaction.

2.3.1.2 Dispositional approach

According to the dispositional approach, which emphasizes individual differences, work satisfaction may be thought of as a personality attribute (Tett et al., 1991). Job satisfaction has been shown to be very steady across time and between

professions and positions, hence this perspective has become a prominent explanation of this phenomenon. Job satisfaction is high for both sets of identical twins, even if they were separated at birth (Judge and Bono, 2001).

In 1997, Timothy A. Judge, Edwin A. Locke, and Cathy C. Durham put out the Core Self-evaluations paradigm, a key paradigm that constrained the dispositional approach. Self-esteem, general self-efficacy, a sense of control, and neuroticism were identified by Judge et al. as the four basic self-evaluations that define one's inclination toward work satisfaction. According to this theory, a person's degree of job satisfaction increases as their self-esteem and overall self-efficacy improves. Higher levels of work satisfaction are associated with an internal locus of control (the belief that one has control over one's own life as opposed to other factors controlling one's life). Finally, research shows that being less neurotic may improve your happiness at work (Judge et al., 1997).

2.3.1.3 Equity theory

Fairness in interpersonal connections, such as with an employer, are illuminated by Equity Theory. To calculate the input/output ratio, one must first determine the quantity of input (things obtained) and the amount of output (things supplied) in a specific relationship. They evaluate the fairness of their partnership by comparing their ratio to that of other couples. According to Equity Theory, an individual would experience pain if they believe that two social groups or people are unequally rewarded for their efforts (Colquitt, 2001).

Take, as an example, two workers who do identical duties and share the same compensation and benefits. If one worker is given a raise and another is not, the latter will likely experience stress on the job. However, if both people get income increases and additional duties, the perception of fairness will be preserved (Masterson et al., 2000).

2.3.1.4 Discrepancy theory

The goal of discrepancy theory is to shed light on the root cause of negative emotions like worry and despair. Someone who has failed to live up to their obligations may experience worry and guilt. They may also experience disappointment since they were unable to accomplish their goals. According to this hypothesis, everyone will figure out their role and duties, and if they don't do their part, they'll be in trouble. These

responsibilities eventually coalesce into an overarching set of principles known as a self-guide. When people fail to fulfill their responsibilities, they often get agitated and anxious. This idea also states that if the duties are met, one may get a positive evaluation, affection, or praise. An ideal self guide might be thought of as an abstraction of these accomplishments and goals. Dejection, sadness, and even depression might set in when the person fails to achieve these incentives (Carver and Scheier, 2012).

2.3.1.5 Two-factor theory (motivator-hygiene theory)

Workplace happiness and motivation are the focus of Frederick Herzberg's two-factor theory (or the motivator-hygiene hypothesis). According to this approach, happiness and discontent may be broken down into their respective motivational and hygienic aspects. The level of job satisfaction of an employee's superior has a direct impact on that subordinate's level of desire to work. Motives are what push people to work for their personal and professional objectives. Achievement, acknowledgment, and opportunity for advancement are all examples of motivating elements that employees cite as reasons for their dedication and performance. These variables are believed to be natural to the job or the activity being performed. Hygiene variables include a wide range of workplace circumstances, including compensation, corporate regulations, management styles, and more (Kusku, 2010). Many studies have been inspired by Herzberg's paradigm. Hackman and Oldham theorized that Herzberg's initial formulation of the model may have been a methodological aberration, and researchers in the 1970s were unable to successfully experimentally establish the concept.

It has been argued that the idea is flawed since it assumes that all workers would respond the same way to changes in incentive and hygiene structures. The concept has also been criticized for its lack of a mechanism for measuring intrinsic motivation or environmental cleanliness. Most research takes a quantitative approach, surveying participants using tried-and-true questionnaires like the Minnesota Satisfaction Survey. Studies using qualitative methods, such as in-depth interviews with participants, have also been conducted.

2.3.1.6 Job characteristics model

The job characteristics model, established by Hackman and Oldham, is a common tool for researchers interested in the ways in which various aspects of the workplace affect performance and pleasure on the job. An employee's outlook and actions on the work may

be measured against the five basic qualities of a job using an indicator called the motivational potential score (MPS). A job's MPS does not have the same effect on everyone who works there. Job qualities have a greater impact on those who are high in growth need strength (those who want independence, responsibility, and opportunities to learn and progress in their work). Some evidence for the JCM's validity comes from a meta-analysis of research that evaluate the model's framework (Humphrey et al., 2007).

2.3.2 Influencing factors

2.3.2.1 Environmental factors

2.3.2.1.1 Communication overload and underload

The ability to effectively handle the many communication needs that arise in the course of a workday is crucial in today's contemporary workplace. One way to think about how much we have to do is in terms of the "communication load" we must carry, which is defined as "the rate and complexity of communication inputs an individual must process in a particular time frame."

Both an abundance of information and a lack of it may have a negative impact on an employee's ability to do their work well. Overwhelming communication may occur when "an individual receives too many messages in a short period of time, which can result in unprocessed information or when an individual faces more complex messages that are more difficult to process." In this way, "given an individual's style of work and motivation to complete a task, when more inputs exist than outputs, the individual perceives a condition of overload," which may be either beneficial or detrimental to their sense of fulfillment in their work. In contrast, communication under load occurs when a person receives more information than they can handle at once (Whiting & Coppola, 2001).

According to the concepts of communication over-load and under-load, an individual is more likely to become dissatisfied, aggravated, and unhappy with their work if they do not receive enough input on the job or are unsuccessful in processing these inputs, leading to a low level of job satisfaction (Shockley et al, 2008).

2.3.2.1.2 Superior-subordinate communication

The way in which superiors and subordinates communicate has a significant impact on employee happiness. An employee's level of contentment on the job might swing based on how they feel their superior treats them. Facial expression, eye contact,

voice expression, and body movement are all forms of communication that are important in the superior-subordinate relationship (Teven, 2007). When it comes to making an impression, lying, being attractive, having social influence, and feeling empathy, nonverbal communication is crucial. Supervisors may have a significant influence on their employees' level of work satisfaction by demonstrating a sense of nonverbal immediacy with them. Andersen and Guerrero (2019) argue that the way in which superiors communicate with their subordinates is just as, if not more so, significant than the substance of such communications. When it comes to communication and job satisfaction, those who like and think highly of their supervisor are more likely to do both than those who hate and think badly of their supervisor. Positive responses and high levels of work satisfaction are more likely to be expressed toward a supervisor who employs nonverbal immediacy, friendliness, and open communication channels. On the other hand, employees are less likely to be satisfied with their jobs if their boss is unpleasant and hesitant to connect with them (Jones, 2013).

2.3.2.2 Strategic employee recognition

Collaborative and adaptable workplaces have been shown to improve shareholder value, according to research from Watson Wyatt Worldwide. This would imply that a positive relationship exists between employee happiness and financial success. Forty-plus percent of the top 100 "America's Best Companies to Work For" also feature in the Fortune 500. The Watson Wyatt Worldwide Human Capital Index suggests that effective human resources practices, such as employee recognition programs, lead to positive financial outcomes more often than do good practices lead to positive financial outcomes (Jones, 2013).

Gifts and points aren't the only ways to show appreciation to employees. It's all about altering the company's way of doing things to better facilitate the achievement of objectives and, more crucially, to better align workers with the company's guiding principles. Strategic employee recognition is seen as the most significant program because of its favorable effects on both staff retention and motivation and the bottom line. Strategic recognition has the potential to function as a significant business influencer, moving an organization closer to its strategic goals in a quantifiable manner, as opposed to the usual method, which consists of giving out tokens of appreciation like gift cards or points. Most businesses strive to innovate by developing fresh ideas for goods, services,

and operational procedures. Innovating, however, is not a simple task. A CEO can't simply say it, and it happens. Organizations need to be managed with care so that new ideas may flourish throughout time (Humphrey et al., 2007).

2.3.2.3 Individual factors

2.3.2.3.1 Emotion

Job satisfaction is correlated with one's emotional state while on the job. Emotions are often more powerful, short-lived, and have a clear object or reason, whereas moods tend to be weaker, endure longer, and have unclear origins. Mood may have a role in whether or not an employee enjoys their work, according to certain studies. Judge and Bono (2001) discovered a substantial link between positive and negative emotions and overall work satisfaction.

Overall work satisfaction may be predicted more accurately by the frequency with which one experiences net favorable emotions than by the intensity with which such emotions are experienced. Emotion work (or emotion management) encompasses a wide range of practices aimed at modulating one's emotional state and outward expression. The term "emotion management" refers to the conscious and subconscious actions used to enhance, sustain, or dampen a feeling. research of employees in many fields have shown that the impacts of emotional labor are not always bad, contrary to the conclusions drawn from the first research of the topic (Grandey, 2003).

2.3.2.3.2 Genetics

There is ample evidence that genes have a role in shaping a wide range of individual characteristics. In addition to extrinsic, contextual influences like working circumstances, several studies have shown that genetics have a role in intrinsic, direct sensations of job satisfaction like challenge or accomplishment. In order to determine whether or not there is a genetic effect on work satisfaction, Arvey et al. (1989) analyzed data from 34 sets of reared-apart monozygotic twins. They found an intra-class correlation of .31 after controlling for age and gender. This indicates that genetics account for 31% of the variation in work satisfaction; this estimate would be significantly bigger if measurement error were taken into account. Job factors such as intricacy, motor skill needs, and physical demands were also shown to be heritable.

2.3.2.3.3 Personality

Personality may have a role in how fulfilled one feels in one's work, according to the findings of certain studies. In this study, we focus on the function of both negative and positive affectivity. There is a robust correlation between neuroticism and a disposition toward negative affectivity. Negatively emotional people tend to be dissatisfied with their jobs. The feature of extraversion is substantially correlated with the presence of positive emotion. Those with a high level of positive affectivity are more likely to report overall happiness with their lives. According to research by Brief and Weiss (2002), differences in affectivity have a significant effect on how people interpret and react to objective workplace situations such as income and working conditions.

Alienation and locus of control are two personality traits that have been linked to dissatisfaction in the workplace. More job satisfaction, participation, and dedication to the organization may be expected from workers who have a low sense of alienation and a strong sense of their own agency. High work satisfaction was shown to be positively correlated with an internal locus of control, according to a meta-analysis of 187 papers on the topic. High levels of Machiavellianism, narcissism, trait anger, and impatience/irritability, as well as aspects of success seeking and type A personality, were also shown to be associated with work satisfaction in the research by Judge et al.

2.3.2.4 Psychological well-being

The term "psychological well-being" (PWB) refers to "the overall effectiveness of an individual's psychological functioning" (Warr, 2007) in the context of one's most important relationships and activities in life. PWB is distinguished by three main features. First, happiness is a phenomenological phenomenon; individuals experience it when they have the subjective impression that they are. Second, being happy requires a certain set of circumstances. People who are emotionally and mentally well are more likely to feel joy and less likely to feel sadness. Third, well-being encompasses all aspects of a person's existence. This rating is worldwide in scope. The Berkman Index of Psychological Well-Being (IPWB) is a standard eight-item gauge of PWB. IPWB polls participants on how frequently they experience a range of emotions, including elation after a job well done, boredom, and depression or unhappiness (Wright and Cropanzano, 2000).

The function of PWB in the workplace in affecting job satisfaction has gained much study in recent years. The effects of PWB on both work happiness and productivity

have been the subject of these investigations. Research on job happiness has mostly ignored factors outside of work, according to one study, since contentment in one's position is unique to that position. Wright and Stawski (2016) found that previous research had ignored motivation and social support as potential factors in job satisfaction. In the end, one's PWB is crucial to understanding work happiness (and its close sibling, job performance). PWB was shown to have a substantial relationship with work satisfaction ($r = .35$, $p .01$), according to research published in 2000. Similar findings were found in a 2007 follow-up research by the same authors ($r = .30$, $p .01$). Research also indicates that PWB is a more accurate indicator of work performance than job satisfaction alone. According to research by Wright and Cropanzano (2004), job satisfaction is a stronger predictor of mental health than of physical health.

2.3.3 Measuring

Self-report assessments of work satisfaction using multi-item scales predominate. Several instruments have been devised to assess employees' levels of emotional and intellectual engagement on the work, but their conceptualizations vary widely. The level of detail and scrutiny of their psychometric validation also varies.

The Brief Index of Affective Job Satisfaction (BIAJS) is a four-item scale that assesses how satisfied an individual is with their current position from an emotional, as opposed to a logical, perspective. Unlike other measures of job satisfaction, the BIAJS has been rigorously validated for cross-population invariance by nationality, job level, and job type (Judge and Church, 2000), in addition to internal consistency reliability, temporal stability, convergent, and criterion-related validities.

2.3.4 Benefit of Job Satisfaction

To begin, happy workers are healthier ones. According to studies (Diener, Suh, Lucas, & Smith, 1999), job satisfaction is a significant predictor of positive affect, life satisfaction, and happiness in the workplace. In addition, Shimazu, Schaufeli, and Taris (2010) discovered that job satisfaction mitigates the unfavorable impacts of workplace stress on workers' health and well-being. Therefore, companies that care about their workers' happiness on the job may help improve their employees' health and happiness, which benefits the company as a whole.

Second, contented employees are less likely to leave their positions. It is more cost-effective for businesses to keep their present staff if they are happy with their working conditions (Kacmar, Carlson, & Harris, 2014). In addition, content workers are more likely to exhibit productive behaviors like organizational citizenship behavior (Organ, 1988), which contributes to the success of the business. As a result, a contented worker is more likely to stick around, which in turn boosts productivity.

Last but not least, research shows that happy workers make for more productive businesses. According to studies (Huang, Wang, & Wang, 2016), innovativeness and productivity rise when workers are happy with their jobs. Employees that are content in their work are more likely to go above and beyond for their customers, as shown by a positive correlation between job happiness and customer satisfaction (Bowling & Hammond, 2008). Companies that invest in their employees' happiness have a better chance of seeing greater earnings and satisfied customers.

2.3.5 Disadvantages of Job Satisfaction

Organizations should be mindful of the possible drawbacks of employee job satisfaction despite its numerous benefits. The risks of work contentment, such as complacency, reluctance to change, and an unhealthy dependence on job satisfaction indicators, will be explored in this paper.

Complacency on the part of workers is one drawback of job satisfaction. When workers are comfortable in their jobs, they may lose motivation to advance their careers (Judge, Thoresen, Bono, & Patton, 2001). Long-term survival may be jeopardized if employees get complacent and stop thinking beyond the box.

One of the drawbacks of being happy in one's employment is that it might make people resistant to change. Employees who are happy in their jobs may be reluctant to adopt new initiatives or make adjustments to their duties for fear of becoming dissatisfied (Judge et al., 2001). This is a major issue in fields where speed and adaptability are essential.

Finally, there is the risk of falling into the trap of placing too much weight on indicators of happiness at work. Although work satisfaction is a key indicator of both individual and organizational success, it cannot be used in isolation (Spector, 1997). Measuring employee experiences exclusively through the lens of job satisfaction might

provide an incomplete picture of the workforce and may fail to account for aspects like employee engagement or work-life balance.

2.3.6 Uses of Job Satisfaction

The notion of employee happiness on the job is central to the study of management and organizational behavior. Job satisfaction is how happy and fulfilled a person is in their current position and workplace. The positive effects of work satisfaction on motivation, productivity, and retention will be discussed, as will some of the other ways in which job happiness may be beneficial.

Motivating workers is one of the most important applications of job happiness. Judge, Thoresen, Bono, and Patton (2001) found that workers who report high levels of job satisfaction are more inclined to go above and beyond the call of duty. Productivity, output quality, and originality may all improve as a result.

The effect work happiness has on keeping employees around is another valuable use. Employees are less inclined to quit for greener pastures if they are content in their current positions (Spreitzer, Sutcliffe, Dutton, Sonenshein, & Grant, 2005). Retaining competent people may be a major competitive advantage, especially in businesses with high turnover rates.

Customer happiness and loyalty may be boosted when workers like their work. According to research (Huang, Chen, & Wang, 2016), happy workers are more willing to go the extra mile to satisfy their clients. This has the potential to boost client happiness, loyalty, and repeat purchases.

Employees that are happy in their jobs are more likely to recommend their company to others. Companies that care about their workers as people are more likely to attract consumers, investors, and top talent (Spreitzer et al., 2005). This might provide you an edge in a competitive market by making it easier to find and keep the best employees.

2.4 Human resource management

Human resource management (HRM or HR) is the practice of strategically and consistently managing an organization's people to maximize their contributions to the company's goals and objectives. Its purpose is to encourage top performance from workers so that the company as a whole may achieve its goals. Management of an organization's staff is the primary focus of human resource management, which places

emphasis on related policies and methods. Human resources manages the organization's pay and benefits systems, as well as its recruiting, training, development, performance evaluation, and assessment processes. Human resources (HR) also focuses on organizational transformation and industrial relations, which entails finding a happy medium between the needs of an organization and the regulations imposed by collective bargaining agreements and the law.

Human resources (HR) is responsible for facilitating the organization's success through its personnel. Human resources managers oversee the organization's workforce and are responsible for enforcing relevant rules and procedures. They may focus on employee relations and benefits, or on the whole spectrum of human resource activities, from sourcing to hiring to training to development. Experts in this field make sure that workers have consistent training and growth opportunities. Methods for doing this include training courses, performance reviews, and incentive plans. In situations of policy violations, such as harassment or discrimination, employee relations addresses the issues of workers. Managing employee benefits involves coming up with various forms of employee remuneration, as well as leave policies, discount programs, and more. Human resources generalists or business partners are the other team. Human resources experts may operate in a wide variety of settings, from administration to unionized worker representation (Milkovich & Newman, 2014).

Human resources sprang out of the early 20th-century human relations movement, which studied and documented methods for adding value to businesses via the strategic management of their employees. Strategic initiatives such as mergers and acquisitions, talent management, succession planning, industrial and labor relations, and diversity and inclusion have come to dominate HR in recent years. This shift is the result of globalization, company consolidation, technological advancements, and additional research. Most businesses today recognize the importance of keeping their best employees and preserving the institutional knowledge they've built up over the years. (Citation required) When replacing an employee, not only is it expensive, but there's also a greater chance that the new hire won't do a good job. To lessen the possibility of losing employee commitment and psychological ownership, human resources departments work hard to provide perks that are appealing to employees (Noe et al, 2017).

2.4.1 Uses of Human resource management

Human resource management (HRM) refers to the practice of strategically and efficiently managing an organization's human resources in order to increase its competitiveness and productivity (Armstrong & Taylor, 2014). Lepak, Gowan, and Takeuchi (2019) define human resource management as "the study and practice of creating and implementing policies, procedures, and systems to support the efficient management of people." Human resource management encompasses a wide variety of activities, including as hiring and firing, coaching and mentoring, planning and implementing programs, and assessing and rewarding performance. Human resource management's overarching purpose is to maximize productivity in the workplace so that a business may realize its strategic objectives (Boxall & Purcell, 2016).

Employment selection and recruiting is a major HRM activity. Human resource management experts are accountable for sourcing qualified applicants for open positions via different channels (e.g., social media, job boards, and word of mouth). The next step after recruitment is selection, which entails vetting applicants via interviews (Briscoe, Tarique, & Schuler, 2012). Human resource management experts also design and administer training and development programs to provide workers with the know-how they need to do their jobs well (Noe, Hollenbeck, Gerhart, & Wright, 2017). Setting performance criteria, reviewing employee performance, and offering feedback for improvement are all essential HRM functions (Armstrong & Taylor, 2014).

Human resource management experts are also accountable for developing incentive and benefit plans that appeal to and keep talented workers while making the most of the company's financial resources (Milkovich, Newman, & Gerhart, 2021). Human resource management (HRM) also includes employee relations, which is concerned with resolving workplace conflicts and addressing employee complaints (Gennard & Judge, 2019). Planning, executing, and assessing alterations to an organization's structure, methods, or culture falls within the purview of HRM experts (Cummings & Worley, 2014).

2.4.2 Advantage of Human Resource Management

Strategic people management is at the heart of human resource management (HRM). Human resource management's primary purpose is to improve productivity in the workplace so that businesses may succeed. The benefits of human resource management

for businesses include increased productivity, lower costs, more employee morale, and greater work satisfaction. The ability to find and keep talented employees is one of HRM's most valuable contributions to an organization. Human resource managers are accountable for the personnel search, hiring, and retention processes. To guarantee that the organization's requirements are met, they devise methods to recruit and retain the best possible talent pool. Building a positive reputation as an employer is essential to attracting and retaining the best employees (Milkovich et al, 2021).

HRM also has the added benefit of assisting businesses in cutting expenses. Human resources specialists may help workers succeed in their jobs by overseeing the provision of benefits. In addition to helping businesses save money on payroll, these experts can devise efficient methods of managing employee remuneration. Human resource management (HRM) may also assist businesses boost output by facilitating the growth and improvement of personnel via training and education. Human resources experts are in a unique position to assess staff members' skill sets and develop training plans to fill any knowledge or experience gaps that may exist. Companies that invest in their employees' professional growth see increases in output, decreased mistake rates, and enhanced outcomes (Noe et al., 2017).

Furthermore, HRM may boost morale and increase job satisfaction among workers. Human resources experts may create programs to boost morale and productivity by giving workers more room for advancement. They may also create programs of rewards and recognition to show appreciation for workers' efforts that have contributed to the company's success. Human resource management's ability to boost morale, contentment with work, and commitment to the company has been well documented (Shafritz et al., 2015).

2.4.3 Disadvantage of Human Resource Management

Human resource management (HRM) has emerged as a crucial function for 21st-century companies. Although there are many positives for businesses, there are also some drawbacks to consider. The expense of HRM's policy and system implementation and upkeep is a key drawback to the practice. Time and money are needed for the HR process, training programs, employee perks, and other HR tasks. In particular, small firms may have trouble setting aside funds for human resources initiatives, which may stunt their expansion and diminish their ability to compete in the market (Brewster, 2007).

The possibility for friction between management and staff is another drawback of HRM. Human resources policies are sometimes the source of employee complaints and discontent since they don't take into account workers' best interests. Staff morale, output, and even the very ethos of a business may all take a hit if interactions among workers are strained. Furthermore, human resource management may erect bureaucratic hurdles that delay down decision making. Human resources rules and processes may need many approval and documentation levels, which may increase processing times and decrease productivity. This may slow down a company's response time to shifting market conditions (Gonzalez et al, 2012).

Finally, HRM might cause legal issues if HR rules and procedures are not carried out in accordance with applicable local, state, and federal laws. The consequences of noncompliance may be severe for businesses. To prevent legal ramifications, HR departments should stay abreast of ever-evolving labor rules and regulations (Martocchio, 2017).

2.4.4 Practice

1. Business function

Management and culture are HR's responsibilities. The HR department is also responsible for enforcing policies concerning health, safety, and security, as well as ensuring that the company complies with local employment and labor regulations. Different regulations may be in effect depending on where you are. Human resources managers in federal jurisdictions may need to be well-versed in a number of federal regulations designed to safeguard businesses and their workers. The Fair Labor Standards Act of 1938 is a significant federal legislation and regulation in the United States of America because it established a minimum wage and safeguarded the right of some employees to receive overtime pay. Employment decisions cannot be made on the basis of race, age, sex, or gender, since these categories are all explicitly prohibited under the Federal Civil Rights Act of 1964. Employees who qualify under the Family and Medical Leave Act may take up to twelve weeks of unpaid leave each year for personal, family, or medical reasons. Human resource management (HR) is crucial to a company's success because it reduces the risk of 'legal liability' (Kleiman, 2015) by ensuring compliance with all applicable laws and regulations. Human resources is generally the main point of contact between the firm and employee representatives (often a labor union) in situations

where workers want to and are legally permitted to hold a collective bargaining agreement. Therefore, HR often lobbies government authorities via designated representatives.

Human resource management's four primary roles are in recruitment, education and development, inspiration and retention. In the context of human resources, "staffing" refers to the process of finding and hiring suitable candidates for open positions. Attracting qualified candidates who are a good fit for the firm and employing available resources are the two most important aspects of staffing. Human Resources Managers are responsible for developing comprehensive recruitment strategies and putting out a comprehensive recruitment strategy. Next, managers may put plans into action by recruiting personnel, actively seeking for the most qualified new team members. Competition for top talent in the recruiting process is high. Recruits may be attracted through strategies like media exposure (Stone et al, 2015). The next stage is training and development, which is an ongoing program to produce workers who are both competent and able to adapt to changing circumstances. The need of keeping workers inspired and enthusiastic is emphasized. Employee perks, performance reviews, and incentives all fall under this category. The best workers may be attracted and retained via a combination of competitive perks, performance reviews, and financial incentives. The last duty, maintenance, entails continuing to win the dedication and devotion of workers. To retain workers, managers must take deliberate steps to ensure they stay enthusiastic about their jobs and committed to contributing to the company's success (Selden et al, 2001).

2. Careers

Human resources jobs may be either generalist or specialised in nature. Generalists help out with queries and complaints from workers and work on a wide variety of tasks for the company. They need a wide set of skills since "they may handle all aspects of human resources work." Human resources generalists' job descriptions might seem quite different from one company to the next. Experts, on the other hand, focus on one facet of human resources. Some medical professionals may devote their whole careers to one area of expertise, while others will dabble in both before settling on one. Pay, work satisfaction, employment stability, future development, and social benefit all combine to make human resources manager one of the finest occupations in the United

States, as shown by CNN Money's rating of the position at #4 in 2006 and #20 in 2009. Consulting firms in the field of human resources employ people to act as consultants to businesses and handle the job that these organizations normally would do in-house. There were 950 human resources consulting firms in the world in 2007, making up a US\$18.4 billion industry at the time. Mercer, Ernst & Young, Deloitte, Watson Wyatt (now part of Towers Watson), Aon (since merged with Hewitt), and PwC Consulting were the top five revenue-generating businesses. According to CNN Money (Stone et al., 2015), human resources consulting was the 43rd greatest career in the United States in 2010.

3. Virtual human resources

The discipline of human resource management (HRM) is seeing a rise in the use of virtual human resources (VHR). The term "virtual HR" (or "VHR") describes the trend toward the elimination of dedicated HR departments in favor of the remote management of HR functions using tools like software and digital platforms. Virtual HR (VHR) provides several advantages, such as cost savings, efficiency gains, and better lines of communication between HR departments and their staff. It also removes regional limitations on organizations' access to talent pools (Bertotti and Marchiori, 2019).

VHR's capacity to automate HR procedures like hiring, onboarding, and training is a major benefit. Human resource managers may save time and energy with this automation, freeing them up to concentrate on more strategic endeavors. Employees may easily make changes to their profiles, make requests for time off, and review HR rules and procedures all from the comfort of their own homes thanks to virtual human resources. VHR also helps bridge the gap in communication between HR and staff, which is a huge plus. The necessity for in-person meetings may be mitigated by the availability of HR information and communication channels on digital platforms. This is useful for anybody working remotely or in a different time zone (Kramar, 2017).

While there are numerous advantages to using VHR, there are also some difficulties. Data security is a major issue of concern because of the increased vulnerability of digital platforms to hacking. Furthermore, the absence of physical HR departments may lead to a separation between management and staff, resulting in lower levels of employee engagement and motivation. Increased productivity, lower expenses, and clearer lines of communication are just some of the many advantages that virtual HR

can provide to businesses. However, there are obstacles that must be overcome before its full potential may be realized (Zhang and Huang, 2019).



CHAPTER THREE

3. Research Methods

3.1 Introduction

In this chapter, the focus revolves around the research methodology employed to gather data in fulfillment of the study's objectives. The primary goal is to delineate the specific research philosophy embraced and elucidate how the chosen research philosophy, research design, data collection methods, data sampling techniques, and data analysis methods are geared towards addressing the research questions. This section delves into the intricacies of the research methodology applied in this study, which aims to thoroughly examine qualitative insights pertaining to the relationship between personnel empowerment practices and employee performance and job satisfaction in the context of strategic human resources management.

The methodology utilizes a hybrid approach, encompassing both online and in-person administration of semi-structured questionnaire. Through this comprehensive approach, the study aspires to uncover nuanced perspectives contributing to a holistic understanding of the intricate dynamics of the relationship between personnel empowerment practices and employee performance and job satisfaction in the context of strategic human resources management.

3.2 Research design

Research design encompasses the elements of an inquiry that are independent of a particular data collection method or data category. It constitutes the approach for gathering, analyzing, and interpreting data, essentially providing a framework for conducting a specific investigation. Acting as the foundational element in academic inquiry, research design guides the entire research process. In rapidly evolving technological landscapes such as Web 4.0, the importance of a robust research design becomes even more pronounced (Fernando Almeida, 2017). A study design outlines the rationale for data collection, the methods employed for measurement, and the approaches taken for data analysis.

Our research can be classified under Economic study and economic research has always applied both quantitative and qualitative methods ever since it came into being. Quantitative data are those, which take a numeric form. Qualitative data are mostly textual, non-numeric (in fact they should rather be called information). Deductive is also

called as a top-down approach since it begins from general and moves towards specific. On the other hand, inductive is called as bottom-up approach since it begins with a specific observation and moves towards generalization and theories. Consequently, for the purpose of the current research we will use both quantitative and qualitative methods as both secondary data and analysing data and numbers will be part of the study.

3.3 Data Collection

Data collection is a crucial aspect of any research. The quality of any research could be measured by the kind of information used in the study. Data was collected using face-to-face interview and the data were uploaded into the Kobo toolbox. Participants were given various response options, including multiple-choice selections and Likert scale ratings. The main survey was administered to a diverse group of participants, including individuals from public and private institutions. A total of 200 participants were engaged in the study.

3.4 Sampling design

We opted for a simple random sampling approach, defined as a "systematic method of recruiting participants that permits potential respondents to select into the sample" (Schonlau, et al., 2002).. The choice of this technique was driven by its efficiency in terms of time, effort, and cost, aligning with the practical considerations of the study (Schonlau, et al., 2002).

3.5 Data analysis

To ensure dependability, the study will evaluate the internal consistency of each survey subscale through Cronbach's alpha, with each subscale demonstrating an acceptable level of internal consistency. Pearson correlation will be employed to examine the relationships between variables and their collective employee empowerment, employee performance and job satisfaction.

To validate the factor structure, confirmatory factor analysis (CFA) will be utilized to assess the factor loadings of the observed variables. Composite reliability (C.R.), convergence validity, and convergent validity will be examined for a comprehensive assessment. The study's hypotheses will be tested using Structural Equation Modeling (SEM), and the model's adequacy will be evaluated based on goodness-of-fit measures. The data analysis will be conducted using both statistical

software of SPSS 24 and SATA. All the statistical tests were compared with the significant level of 0.05.



CHAPTER FOUR

4. Findings

4.1 Descriptive analysis

The aim of the proposed study is to understand the role of human resource management in personnel empowerment practices and employee performance and job satisfaction and Erbil governance's public and private institutions in Iraq will be used for case study purposes in this research.

Table 4.1: descriptive statistics of gender and educational level.

Category		Frequency	Percent
Gender	Female	66	33
	Male	134	67
	Total	200	100
Educational Level	Bachelor's Degree	94	47
	Diploma	38	19
	Doctorate PhD	17	8.5
	Master's Degree	25	12.5
	Middle School	26	13
	Total	200	100

The study consists of 200 employee from different educational levels, with a percentage of 67 male and 33 female, with a total of 200 students. The students have a range of degrees, including bachelor's degrees (47%), diplomas (19%), doctorate degrees (8.5%), and master's degrees (12.5%), with a middle school student group (13%). Further, we have included a total of 100 employees from private sector and 100 employees from government sector.

4.2 Employee Empowerment

Enhancing worker empowerment can positively impact an organization's overall performance, employee satisfaction, and overall efficiency. Empowerment involves granting individuals or groups the authority to shape their own destinies within the workplace. Both the organization as a whole and its individual employees can experience significant advantages from adopting empowerment practices. In the following response, we will underscore numerous benefits of empowerment, supported by relevant research.

Employee engagement and contentment in the workplace are boosted as a direct result of empowerment. Employees are more invested in their job when they have some say over their surroundings, according to studies (Spreitzer, 1995). In addition to

experiencing increased levels of job satisfaction, empowered workers are more engaged in their work and their workplaces (Spreitzer, 1995).

Table 4.2: Mean and standard deviation of factors related to the employee empowerment

Employee Empowerment	Variable	N	Mean	SD
Delegation of Authority	The managers delegate employees with the necessary authority to perform their work based on the organization's systems and instructions.	200	4.121	0.607
	The management trusts employees' ability to carry out assigned tasks.	200	4.051	0.628
	Your job provides you with the opportunity to make decisions independently.	200	3.721	0.841
	The management grants your appropriate flexibility to act in performing your tasks.	200	3.847	0.690
Training	The management encourages employees to share experiences with each other.	200	4.014	0.615
	Employees have opportunities for learning and acquiring new things in their field of work.	200	3.953	0.625
	The management adopts a clear training plan	200	3.837	0.801
	The management provides you with training courses to develop your skills	200	3.721	0.930
Knowledge Ownership	The organization provides the necessary technical and administrative infrastructure to obtain and exchange information within the institution.	200	3.753	0.820
	The organization provides information that enables employees to answer all questions and solve problems they face at work.	200	3.819	0.767
	Employees share information among themselves to accomplish tasks.	200	3.953	0.668
	There is ease of access to the information employees need to perform their work.	200	3.981	0.626
	The management strives to create an environment based on the principles of independence and freedom of action.	200	3.577	0.982
	The organization allows employees to address problems that are within their scope.	200	3.893	0.740

Independence in Decision Making	Employees can change work methods and task performance without consulting the responsible supervisor.	200	3.470	1.054
	The management provides sufficient information regarding developments and changes, making employees more independent.	200	3.749	0.850
Motivation	Employees perform their tasks well when they empowered.	200	3.949	0.705
	Administrative empowerment gives employees the opportunity to demonstrate their abilities.	200	3.930	0.670
	Empowered employees feel high self-confidence.	200	3.898	0.669
	The management encourages supervisors to take responsibility through administrative empowerment.	200	3.898	0.690
Teamwork	Teamwork achieves cooperation between you and your colleagues in the team, and you do not feel overwhelmed by the workload.	200	4.019	0.723
	You find that teamwork increases your activity and motivation towards work.	200	4.116	0.634
	Teamwork fulfills social needs such as friendships, self-esteem, and self-fulfillment	200	4.056	0.708
	There is a team spirit among employees to accomplish the required tasks.	200	3.995	0.720

The table (4.2) presents the mean, standard deviation of five employee empowerment groups questions, specifically focusing on six key variables: Delegation of Authority, Training, Knowledge Ownership, Independence in Decision Making, Motivation, and Teamwork. Each variable is assessed using a Likert scale, with respondents providing their perception on various statements related to each aspect of employee empowerment.

Delegation of Authority: Participants, on average, perceive that managers delegate authority adequately (Mean = 4.121), trust employees' abilities (Mean = 4.051), and provide some flexibility in decision-making (Mean = 3.721).

Training: Respondents feel encouraged to share experiences (Mean = 4.014), but there is a slightly lower perception of the clarity of the training plan (Mean = 3.837) and the provision of training courses (Mean = 3.721).

Knowledge Ownership: Employees believe that the organization provides adequate infrastructure for information exchange (Mean = 3.753), though there is room for improvement in terms of providing information to answer work-related questions (Mean = 3.819).

Independence in Decision Making: The management is perceived to strive for an environment based on independence (Mean = 3.577), allowing employees to address problems within their scope (Mean = 3.893), but there is less confidence in the freedom to change work methods without consulting supervisors (Mean = 3.470).

Motivation: Overall, employees agree that empowerment leads to better task performance (Mean = 3.949), increased self-confidence (Mean = 3.898), and encouragement for supervisors to take responsibility (Mean = 3.898).

Teamwork: Participants generally find teamwork beneficial, contributing to cooperation (Mean = 4.019), increased activity and motivation (Mean = 4.116), fulfillment of social needs (Mean = 4.056), and a sense of team spirit (Mean = 3.995).

The Standard Deviations (SD) provide information about the variability or dispersion of responses around the average. Lower SD values suggest more agreement among respondents, while higher values indicate greater variability in opinions. The results suggest areas of strength and potential areas for improvement in the empowerment aspects assessed within the organization.

The table (4.2) shows the percentage of each score that the participants selected for the questions related to Delegation of Authority, Training, Knowledge Ownership, Independence in Decision Making, Motivation, and Teamwork. These results provide valuable insights into the perceptions of employees regarding various aspects of empowerment within the organization. The level of agreement or disagreement indicates the effectiveness of current practices and areas that may require attention or improvement.

Table 4.3: Percentage of answers related to employee empowerment.

Empl oyee Empo werm ent	Variables	Strongly disagree	Disagree	Neutral	Agree	Strongl y agree
Deleg ation of	The managers delegate employees with the necessary authority to perform their work	0%	1%	9%	66%	24%

Auth ority	based on the organization's systems and instructions.					
	The management trusts employees' ability to carry out assigned tasks.	0%	3%	7%	70%	19%
	Your job provides you with the opportunity to make decisions independently.	0%	13%	13%	63%	11%
	The management grants your appropriate flexibility to act in performing your tasks.	0%	5%	17%	66%	12%
Trai ning	The management encourages employees to share experiences with each other.	0%	2%	13%	68%	18%
	Employees have opportunities for learning and acquiring new things in their field of work.	0%	2%	16%	67%	15%
	The management adopts a clear training plan	0%	7%	20%	54%	18%
	The management provides you with training courses to develop your skills	2%	11%	15%	57%	15%
Kno wled ge Own ershi p	The organization provides the necessary technical and administrative infrastructure to obtain and exchange information within the institution.	0%	9%	22%	53%	15%
	The organization provides information that enables employees to answer all questions and solve problems they face at work.	0%	6%	20%	59%	15%
	Employees share information among themselves to accomplish tasks.	0%	2%	15%	66%	16%
	There is ease of access to the information employees need to perform their work.	0%	2%	12%	70%	15%
Inde pend ence in Decis ion Maki ng	The management strives to create an environment based on the principles of independence and freedom of action.	0%	18%	22%	43%	17%
	The organization allows employees to address problems that are within their scope.	0%	4%	19%	59%	17%
	Employees can change work methods and task performance without consulting the responsible supervisor.	4%	19%	18%	47%	13%
	The management provides sufficient information regarding developments and changes, making employees more independent.	1%	9%	20%	56%	15%
Moti vatio n	Employees perform their tasks well when they empowered.	0%	5%	12%	66%	17%
	Administrative empowerment gives employees the opportunity to demonstrate their abilities.	0%	3%	16%	65%	16%

	Empowered employees feel high self-confidence.	0%	4%	14%	69%	13%
	The management encourages supervisors to take responsibility through administrative empowerment.	0%	4%	17%	64%	15%
Teamwork	Teamwork achieves cooperation between you and your colleagues in the team, and you do not feel overwhelmed by the workload.	0%	3%	13%	61%	22%
	You find that teamwork increases your activity and motivation towards work.	0%	1%	8%	67%	24%
	Teamwork fulfills social needs such as friendships, self-esteem, and self-fulfillment	1%	1%	11%	64%	23%
	There is a team spirit among employees to accomplish the required tasks.	1%	3%	11%	66%	20%

It is worth mentioning that participants, in higher percentage, have provided score of three and higher to the questions related to the employee empowerment. A majority (66.05%) agrees that managers delegate necessary authority, with a significant portion (23.72%) strongly agreeing. A substantial majority of participants (70.23%) agree that management trusts employees' abilities, while (19.07%) strongly agree. A notable percentage (63.26%) agree that their job provides an opportunity for independent decision-making, although some respondents (11.16%) strongly disagree. A significant majority (65.58%) agrees that management grants appropriate flexibility in task performance. Respondents generally agree that the management encourages sharing experiences (67.91%), provides opportunities for learning (66.51%), and adopts a clear training plan (54.42%). A majority agrees that the organization provides technical and administrative infrastructure (53.49%) and information for problem-solving (58.60%). Responses are more varied regarding the creation of an environment based on independence, with (42.79%) agreeing and (17.67%) strongly disagreeing. A majority (59.35%) agrees that the organization allows employees to address problems within their scope. There is a range of opinions on autonomy in changing work methods, with 46.98% agreeing and (13.02%) strongly disagreeing. A majority (55.81%) agrees that management provides sufficient information for independence. Most respondents (65.58%) agree that employees perform well when empowered. A significant majority (64.65%) agree that administrative empowerment provides an opportunity to demonstrate abilities. A notable percentage (69.30%) agrees that empowered employees feel high self-confidence. A majority (64.19%) agrees that the management encourages supervisors to

take responsibility through administrative empowerment. A significant majority (61.40%) agrees that teamwork achieves cooperation, with (22.33%) strongly agreeing. Most respondents (66.51%) agree that teamwork increases activity and motivation. A majority (63.72%) agrees that teamwork fulfills social needs. A significant majority (65.58%) agree that there is a team spirit among employees to accomplish tasks.

4.3 Employee Performance

Employee performance is also heavily influenced by factors such as motivation. Highly motivated workers are more likely to go above and beyond in their work because they care about their success.

Table (4.3) below show employee performance, with respondents providing their opinions on various questions related to their commitment, work environment, self-reliance, external factors affecting employee performance, and the impact of organizational systems and evaluation methods. The Mean values indicate the average response to each statement on a scale, and the Standard Deviation (SD) provides information about the variability or dispersion of responses around the mean.

Table 4.4: Mean and standard deviation of the factors related to the employee performance.

Employee Performance	N	Mean	SD
I am committed to carrying out my duties and following the organized instructions for my work.	200	4.191	0.681
The place I work in is suitable for my experience and academic qualifications, allowing me to perform my tasks to the best of my ability.	200	4.009	0.832
I consider the required timing to complete the assigned tasks.	200	3.963	0.737
I rely on myself to accomplish the work and strive to improve my performance.	200	4.005	0.645
Neglecting me leads to a decrease in my performance level.	200	4.093	0.774
The systems, laws, and regulations adopted by the organization contribute to the development of my performance.	200	3.958	0.692
I am prepared and willing to work outside of regular working hours to achieve the required job performance.	200	3.740	0.807

The system of penalties affects the development and improvement of my performance.	200	3.912	0.747
I find that positive performance evaluations motivate and encourage me to work efficiently.	200	4.056	0.667
The organization focuses on my performance rather than the mistakes I make.	200	3.712	0.876
The level of employee performance is influenced by the nature of the assigned tasks	200	3.921	0.669
The current level of performance is a result of management's focus on training.	200	3.758	0.863
The current performance evaluation system in the workplace contributes to creating a state of job satisfaction.	200	3.847	0.710
The currently adopted performance evaluation system contributes to creating alignment between employees' personal goals and their ability to cope with work pressure	200	3.814	0.692

In general, the average values indicate a generally positive perception of factors influencing employee performance, but there is some variability in responses, as indicated by the standard deviation values. The insights provided in the table (4.4) can guide organizational strategies for enhancing employee performance.

Respondents, on average, express a high level of commitment to carrying out duties and following organized instructions (Mean = 4.191). The work environment is perceived as suitable for experience and academic qualifications, enabling individuals to perform tasks effectively (Mean = 4.009). Respondents, on average, consider the required timing to complete assigned tasks (Mean = 3.963). Employees, on average, rely on themselves to accomplish work and strive for performance improvement (Mean = 4.005). There is an acknowledgment that neglect can lead to a decrease in performance levels (Mean = 4.093).

Further, participants generally agree that the systems, laws, and regulations adopted by the organization contribute to the development of their performance (Mean = 3.958). Employees express a moderate level of preparedness and willingness to work outside regular hours to achieve required job performance (Mean = 3.740). The impact of the system of penalties on the development and improvement of performance is recognized, with a moderate level of agreement (Mean = 3.912). Positive performance evaluations are seen as motivating and encouraging for efficient work (Mean = 4.056). The organization is perceived to focus more on employee performance than on mistakes,

although the level of agreement is moderate (Mean = 3.712). The nature of assigned tasks is acknowledged to influence the level of employee performance (Mean = 3.921). The current level of performance is perceived to be a result of management's focus on training, with a moderate level of agreement (Mean = 3.758). The current performance evaluation system contributes to creating a state of job satisfaction, with a moderate level of agreement (Mean = 3.847). The currently adopted performance evaluation system contributes to creating alignment between employees' personal goals and their ability to cope with work pressure, with a moderate level of agreement (Mean = 3.814).

The table (4.5) shows the percentage of each score that the participants selected for the questions related employee performance.

Table 4.5: Percentage of answers related to employee performance.

Variables	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I am committed to carrying out my duties and following the organized instructions for my work.	0.47%	1.86%	6.98%	59.53%	31.16%
The place I work in is suitable for my experience and academic qualifications, allowing me to perform my tasks to the best of my ability.	2.33%	3.26%	10.23%	59.53%	24.65%
I consider the required timing to complete the assigned tasks.	1.87%	1.87%	12.15%	66.36%	17.76%
I rely on myself to accomplish the work and strive to improve my performance.	0.93%	2.33%	7.91%	73.02%	15.81%
Neglecting me leads to a decrease in my performance level.	2.33%	0.47%	10.23%	59.53%	27.44%
The systems, laws, and regulations adopted by the organization contribute to the development of my performance.	0%	3.26%	16.28%	61.86%	18.60%
I am prepared and willing to work outside of regular working hours to achieve the required job performance.	2.33%	5.58%	18.14%	63.72%	10.23%
The system of penalties affects the development and improvement of my performance.	0.47%	3.72%	18.60%	58.60%	18.60%
I find that positive performance evaluations motivate and encourage me to work efficiently.	0%	2.79%	11.16%	63.72%	22.33%
The organization focuses on my performance rather than the mistakes I make.	3.26%	6.51%	17.67%	60.93%	11.63%

The level of employee performance is influenced by the nature of the assigned tasks	0	2.33%	19.53%	61.86%	16.28%
The current level of performance is a result of management's focus on training.	0.47%	9.30%	21.40%	51.63%	17.21%
The current performance evaluation system in the workplace contributes to creating a state of job satisfaction.	0%	3.72%	22.79%	58.60%	14.88%
The currently adopted performance evaluation system contributes to creating alignment between employees' personal goals and their ability to cope with work pressure	0%	3.72%	23.72%	60.00%	12.56%

A significant majority of participants (90.69%) either agrees or strongly agrees that they are committed to carrying out duties and following organized instructions, (84.18%) of responders find the place they work suitable for their experience and academic qualifications, enabling optimal task performance, (83.12%) of them consider the required timing to complete assigned tasks, (88.83%) of participants rely on themselves to accomplish work and strives to improve performance. A substantial majority (87.97%) agree that neglecting them leads to a decrease in their performance level. Further, a significant majority of participants (80.74%) acknowledge that systems, laws, and regulations adopted by the organization contribute to the development of their performance, (74.95%) express preparedness and willingness to work outside regular hours to achieve the required job performance and (77.20%) recognize that the system of penalties affects the development and improvement of their performance.

Most participants (86.05%) find that positive performance evaluations motivate and encourage them to work efficiently. While (72.56%) of them agreed that the organization focuses on their performance rather than mistakes, there is a significant proportion who is neutral or disagrees. (78.39%) of responders believe that the level of employee performance is influenced by the nature of the assigned tasks, (69.64%) agree that the current level of performance is a result of management's focus on training, (73.48%) agree that the current performance evaluation system contributes to creating a state of job satisfaction, (72.56%) indicate that the currently adopted performance evaluation system contributes to creating alignment between personal goals and the ability to cope with work pressure, there is a notable proportion who is neutral or disagrees.

4.4 Job Satisfaction

Job satisfaction has been examined extensively due to its complexity and varied nature. Job satisfaction, or an employee's degree of pleasure or enjoyment in their position, is influenced by several aspects. The below table (4.6) highlights a summary of questions related job satisfaction, with Mean and SD.

Table 4.6: Mean and Standard Deviation of the factors related to the job satisfaction.

Job Satisfaction	Variables	Mean	Std. Dev.
Dealing with management	our satisfaction with your relationship with your supervisor	4.07	0.75
	The method of attendance and punctuality control for employees	3.95	0.70
	The clarity of instructions issued by management	3.91	0.67
	The availability of training opportunities in your field of work	3.70	0.94
Incentives and salaries	I Feel that my work and responsibilities are commensurate with the salary I receive.	3.64	1.01
	The salary I receive meets my needs	3.38	1.07
	The salary is commensurate with the overall economic situation in society.	3.15	1.16
	The regularity of the monthly salary	3.18	1.35
Dealing with colleagues	The concept of teamwork among employees is clear and applied.	4.02	0.67
	I feel mutual affection and understanding between me and my colleagues.	4.01	0.62
	I feel mutual affection and understanding between me and my colleagues.	4.07	0.65
	There is cooperation among colleagues to accomplish work	3.99	0.62
The work environment	Colleagues exchange information and sources of knowledge.	3.65	0.97
	The organization's management provides a safe and healthy work environment for employees	3.73	0.90
	The organization provides transportation for employees to and from their workplace.	3.27	1.21
	I feel that working hours and schedules are suitable.	3.92	0.78

Dealing with Management:

- Relationship with Supervisor (Mean = 4.07, Std. Dev. = 0.75): On average, respondents express a positive relationship with their supervisor, with moderate variability in responses.
- Attendance and Punctuality Control (Mean = 3.95, Std. Dev. = 0.70): The method of attendance and punctuality control receives a positive average rating with moderate variability.
- Clarity of Instructions (Mean = 3.91, Std. Dev. = 0.67): Respondents generally find clarity in instructions from management, with relatively low variability.
- Training Opportunities (Mean = 3.70, Std. Dev. = 0.94): The availability of training opportunities shows a lower average rating with higher variability, suggesting diverse opinions among respondents.

Incentives and Salaries:

- Commensurate Work and Salary (Mean = 3.64, Std. Dev. = 1.01): Respondents, on average, feel that their work and responsibilities are somewhat commensurate with their salary, but there is notable variability in responses.
- Salary Meeting Needs (Mean = 3.38, Std. Dev. = 1.07): The average rating indicates some agreement that the salary meets needs, but with relatively high variability.
- Salary in Economic Context (Mean = 3.15, Std. Dev. = 1.16): Respondents express a lower average agreement that their salary is commensurate with the overall economic situation, and there is considerable variability in responses.
- Regularity of Monthly Salary (Mean = 3.18, Std. Dev. = 1.35): The regularity of the monthly salary receives a moderate average rating, but with high variability in responses.

Dealing with Colleagues:

- Concept of Teamwork (Mean = 4.02, Std. Dev. = 0.67): Respondents, on average, perceive a clear and applied concept of teamwork among colleagues, with moderate variability.

- Mutual Affection and Understanding (Mean = 4.01, Std. Dev. = 0.62): The average rating indicates a high level of mutual affection and understanding with colleagues, with low variability.
- Cooperation Among Colleagues (Mean = 3.99, Std. Dev. = 0.62): There is a positive average rating for cooperation among colleagues, with low variability.

Work Environment:

- Information Exchange (Mean = 3.65, Std. Dev. = 0.97): Colleagues exchanging information and sources of knowledge receive a moderate average rating, with higher variability.
- Safe and Healthy Work Environment (Mean = 3.73, Std. Dev. = 0.90): The organization's management providing a safe and healthy work environment receives a positive average rating, with moderate variability.
- Transportation Provision (Mean = 3.27, Std. Dev. = 1.21): The provision of transportation to and from the workplace receives a lower average rating, with higher variability.
- Suitability of Working Hours (Mean = 3.92, Std. Dev. = 0.78): Respondents, on average, feel that working hours and schedules are suitable, with moderate variability.

Table 4.7: Percentage of answers of factors related to the job satisfaction.

Job Satisfaction	Variables	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Dealing with management	Our satisfaction with your relationship with your supervisor	0.5%	2.3%	14.9%	54.0%	28.4%
	The method of attendance and punctuality control for employees	0.5%	2.8%	15.8%	62.8%	18.1%
	The clarity of instructions issued by management	0.5%	3.3%	14.9%	67.9%	13.5%
	The availability of training opportunities in your field of work	0.9%	12.6%	20.0%	48.4%	18.1%
Incentives and salaries	I Feel that my work and responsibilities are commensurate with the salary I receive.	2.3%	16.3%	12.1%	53.5%	15.8%
	The salary I receive meets my needs	4.7%	20.0%	18.6%	46.1%	10.7%

	The salary is commensurate with the overall economic situation in society.	8.4%	26.6%	15.4%	40.7%	8.9%
	The regularity of the monthly salary	14.9%	21.9%	11.2%	34.9%	17.2%
Dealing with colleagues	The concept of teamwork among employees is clear and applied.	0.9%	2.8%	7.0%	71.6%	17.7%
	I feel mutual affection and understanding between me and my colleagues.	0.5%	1.9%	10.2%	71.2%	16.3%
	I feel mutual affection and understanding between me and my colleagues.	0.5%	1.4%	10.7%	66.1%	21.4%
	There is cooperation among colleagues to accomplish work	0.5%	1.4%	12.6%	69.8%	15.8%
The work environment	Colleagues exchange information and sources of knowledge.	1.4%	14.4%	18.6%	48.8%	16.7%
	The organization's management provides a safe and healthy work environment for employees	2.3%	9.3%	15.8%	58.1%	14.4%
	The organization provides transportation for employees to and from their workplace.	6.5%	27.9%	13.5%	36.7%	15.4%
	I feel that working hours and schedules are suitable.	1.4%	4.2%	13.6%	63.1%	17.8%

The table (4.7) presents the percentage of each score that the participants selected for the questions related satisfaction with dealing with management, incentives and salaries, dealing with colleagues and the work environment.

4.5 Satisfaction in dealing with management

The study results found that (82.4%) of employees either agree or strongly agrees that they are satisfied with their relationship with their supervisor, (81.7%) of them express satisfaction with the method of attendance and punctuality control, (81.4%) find satisfaction in the clarity of instructions issued by management, (66.5%) of participants agree or strongly agrees that there are sufficient training opportunities in their field of work.

4.6 Satisfaction with Incentives and salaries

About (69.3%) of participants feel that their work responsibilities are commensurate with the salary they receive, (56.8%) agree or strongly agrees that the

salary they receive meets their needs, while (49.6%) agree or strongly agree that their salary is commensurate with the overall economic situation, a substantial proportion (35.3%) disagrees or strongly disagrees and (52.1%) express satisfaction with the regularity of the monthly salary.

4.7 Dealing with Colleagues

The majority of participants (89.3%) agree or strongly agree that the concept of teamwork among employees is clear and applied, (87.5%) feel mutual affection and understanding with colleagues, (85.6%) agree or strongly agree that there is cooperation among colleagues to accomplish work.

4.8 Work Environment

(65.5%) of employees agree or strongly agree that colleagues exchange information and sources of knowledge, (72.5%) highlight satisfaction with the organization's provision of a safe and healthy work environment, although (52.1%) express satisfaction with transportation provisions, (34.4%) disagree or strongly disagree, and most respondents (80.9%) agree or strongly agree that working hours and schedules are suitable.

4.9 Correlation among three categories:

The correlation matrix is computed to explore the connections among employee empowerment, employee performance and job satisfaction by employing the Pearson correlation. The numerical values signify the magnitude of correlation coefficients. These coefficients can range from 1 to -1, representing a statistical measure of how the three categories are positively or negatively correlated. In this research, Pearson correlation has been employed for the cumulative scores of variables pertaining to challenges, solutions, and evidence authentication.

Table 4.8: correlation matrix among employee empowerment, performance and job satisfaction

Correlations			
	Employee Empowerment	Job Satisfaction	Employee Performance

Employee Empowerment	Pearson Correlation	1	.718**	.610**
	Sig. (2-tailed)		0.000	0.000
Job Satisfaction	Pearson Correlation	.718**	1	.587**
	Sig. (2-tailed)	0.000		0.000
Employee Performance	Pearson Correlation	.610**	.587**	1
	Sig. (2-tailed)	0.000	0.000	

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

In summary the table (4.8), the results suggest significant and positive correlations between Employee empowerment and both Employee Performance and Job Satisfaction. Additionally, there is a strong positive correlation between Employee Performance and Job Satisfaction. These findings imply that effective employee empowerment practices may contribute to improved employee performance and job satisfaction within the studied context.

Table indicates that there a moderately positive relationship between Employee empowerment and Employee Performance, a strong positive relationship between Employee Performance and Job Satisfaction and a moderately positive relationship between Employee empowerment and Job Satisfaction. The low p-value indicates that this correlation is statistically significant, implying that the relationship observed is not likely due to random chance.

4.10 Reliability

Cronbach's alpha coefficient can be used to assess the internal consistency or reliability of a set of questions. The method is used to determine whether the same attribute is constantly measured by a set of questions. A high Cronbach's alpha score suggests that participant responses are consistent throughout a collection of questions. Cronbach's alpha has a value between 0 and 1, indicating that the closer the value is to 1, the stronger the internal consistency of the questions. George and Mallery (2003) proposed the following rule of thumb for interpreting Cronbach's alpha values:

- < 0.5 = Unacceptable
- Between 0.5 and 0.6 = Poor
- Between 0.6 and 0.7 = Questionable

- Between 0.7 and 0.8 = Acceptable
- Between 0.8 and 0.9 = Good
- > 0.9 = Excellent

Table 4.9: Reliability test for all questions separately.

Item	N	Sign	Alpha
q1	200	+	0.941
q2	200	+	0.941
q3	200	+	0.941
q4	200	+	0.941
q5	200	+	0.941
q6	200	+	0.940
q7	200	+	0.940
q8	200	+	0.940
q9	200	+	0.940
q10	200	+	0.940
q11	200	+	0.941
q12	200	+	0.940
q13	200	+	0.940
q14	200	+	0.940
q15	200	+	0.941
q16	200	+	0.940
q17	200	+	0.941
q18	200	+	0.941
q19	200	+	0.941
q20	200	+	0.940
q21	200	+	0.941
q22	200	+	0.941
q23	200	+	0.941
q24	200	+	0.940
q25	200	+	0.941
q26	200	+	0.941
q27	200	+	0.941
q28	200	+	0.941
q29	200	+	0.942
q30	200	+	0.940
q31	200	+	0.941
q32	200	+	0.941
q33	200	+	0.942
q34	200	+	0.940
q35	200	+	0.941
q36	200	+	0.941
q37	200	+	0.940
q38	200	+	0.940
q39	200	+	0.940

q40	200	+	0.940
q41	200	+	0.941
q42	200	+	0.940
q43	200	+	0.941
q44	200	+	0.941
q45	200	+	0.940
q46	200	+	0.942
q47	200	+	0.940
q48	200	+	0.941
q49	200	+	0.940
q50	200	+	0.940
q51	200	+	0.939
q52	200	+	0.940
q53	200	+	0.940
q54	200	+	0.940
Test scale = 0.942			

Table (4.9) highlights the values of Cronbach's alpha for all questions separately as well as for total. The alpha coefficient for 54 items is 0.94 indicating that the items have excellent internal consistency. This means that answers provided by participants are consistent throughout a set of questions. The alpha coefficient for all items separately provides excellent consistency among participants as the values are high.

4.11 Structure Equation modelling

In this section, we investigate to see whether the employee empowerment factors have positive effect on human resource management. The results of Structural Equation Modelling SEM are outlined below. The model of the latent variables and their belonging questions in the following graph.

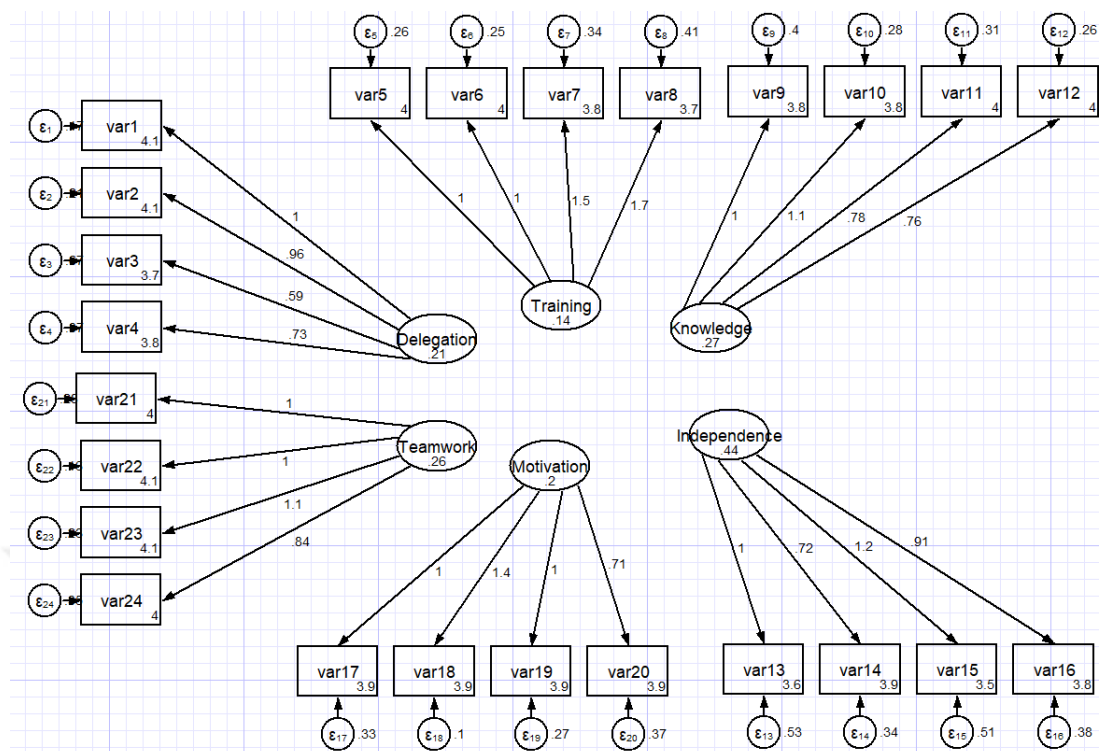


Figure 4.1: SEM model for factors related employee empowerment.

Table (4.9) shows that there is a moderate relationship between latent variables such as teamwork, motivation, independence, knowledge, training and delegation, and observed questions related to latent variables. Since the values of critical ratio are greater than two in all variables and p-values are less than significant level of 0.05, the above variables are encountered factors when preserving human resource management. This means employee empowerment can be impacted by a set of factors teamwork, motivation, independence of decision making, knowledge ownership, training and delegation of authority.

Table 4.10: SEM results of factors related employee empowerment.

SEM		Estimate	S.E	C.R	P-value
Delegation	The managers delegate employees with the necessary authority to perform their work based on the organization's systems and instructions.	1.00	(constrained)		
Delegation	The management trusts employees' ability to carry out assigned tasks.	0.96	0.16	6.10	0.00
Delegation	Your job provides you with the opportunity to make decisions independently.	0.59	0.18	3.28	0.00

Delegation	The management grants your appropriate flexibility to act in performing your tasks.	0.73	0.15	4.93	0.00
Training	The management encourages employees to share experiences with each other.	1.00	(constrained)		
Training	Employees have opportunities for learning and acquiring new things in their field of work.	1.04	0.16	6.67	0.00
Training	The management adopts a clear training plan	1.53	0.38	4.04	0.00
Training	The management provides you with training courses to develop your skills	1.71	0.42	4.03	0.00
Knowledge	The organization provides the necessary technical and administrative infrastructure to obtain and exchange information within the institution.	1.00	(constrained)		
Knowledge	The organization provides information that enables employees to answer all questions and solve problems they face at work.	1.11	0.16	7.02	0.00
Knowledge	Employees share information among themselves to accomplish tasks.	0.78	0.13	5.84	0.00
Knowledge	There is ease of access to the information employees need to perform their work.	0.76	0.12	6.32	0.00
Independence	The management strives to create an environment based on the principles of independence and freedom of action.	1.00	(constrained)		
Independence	The organization allows employees to address problems that are within their scope.	0.72	0.10	7.08	0.00
Independence	Employees can change work methods and task performance without consulting the responsible supervisor.	1.18	0.15	8.13	0.00
Independence	The management provides sufficient information regarding developments and changes, making employees more independent.	0.91	0.12	7.38	0.00
Motivation	Employees perform their tasks well when they empowered.	1.00	(constrained)		
Motivation	Administrative empowerment gives employees the opportunity to demonstrate their abilities.	1.36	0.18	7.61	0.00
Motivation	Empowered employees feel high self-confidence.	1.00	0.14	7.06	0.00
Motivation	The management encourages supervisors to take responsibility through administrative empowerment.	0.71	0.13	5.46	0.00

Teamwork	Teamwork achieves cooperation between you and your colleagues in the team, and you do not feel overwhelmed by the workload.	1.00	(constrained)		
Teamwork	You find that teamwork increases your activity and motivation towards work.	1.00	0.11	8.79	0.00
Teamwork	Teamwork fulfills social needs such as friendships, self-esteem, and self-fulfillment	1.08	0.13	8.39	0.00
Teamwork	There is a team spirit among employees to accomplish the required tasks.	0.84	0.13	6.70	0.00

S.E. = Standard-errors of the regression-weights, C.R. = Critical Ratio, P = p-value

The figure (4.2) and table (4.10) indicate there is a strong relationship between the context of human resource management and employee empowerment. Delegation is significantly related to the management trusting employees' ability, the opportunity for employees to make decisions independently, and the management granting appropriate flexibility. Opportunities for learning, a clear training plan, and the provision of training courses significantly contribute to the training factor. Providing information that enables employees to answer questions, sharing information among employees, and ensuring ease of access to needed information are significant contributors to the knowledge factor. Allowing employees to address problems within their scope, changing work methods without consulting the supervisor, and providing sufficient information for independence significantly contribute to the independence factor.

Further, administrative empowerment, high self-confidence among empowered employees, and encouragement of supervisors to take responsibility through empowerment significantly contribute to the motivation factor. Teamwork increasing activity and motivation, fulfilling social needs, and fostering a team spirit significantly contribute to the teamwork factor.

The study investigates whether there is a relationship between employee performance and human resource management. We have asked 14 questions in relation to both private and public institutions. The SEM model for the employee performance questions are shown in the below graph.

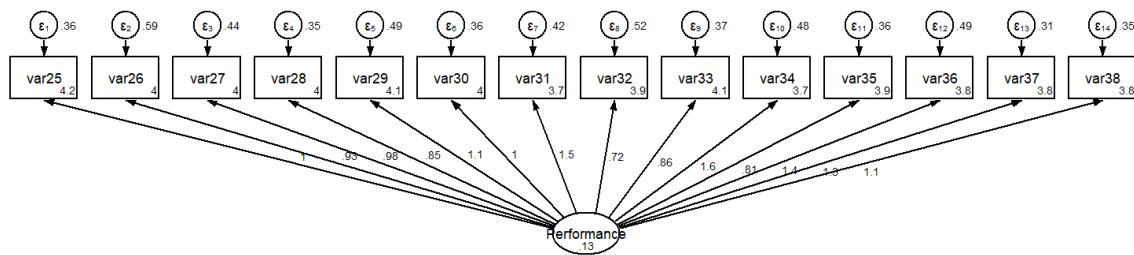


Figure 4.2: SEM model for factors related performance

Table 4.11: SEM results of factors related employee performance.

SEM		Estimate	S.E	C.R	P-value
Performance	I am committed to carrying out my duties and following the organized instructions for my work.	1	(constrained)		0.000
Performance	The place I work in is suitable for my experience and academic qualifications, allowing me to perform my tasks to the best of my ability.	0.93	0.21	4.36	0.000
Performance	I consider the required timing to complete the assigned tasks.	0.98	0.19	5.23	0.000
Performance	I rely on myself to accomplish the work and strive to improve my performance.	0.85	0.17	5.08	0.000
Performance	Neglecting me leads to a decrease in my performance level.	1.06	0.20	5.22	0.000
Performance	The systems, laws, and regulations adopted by the organization contribute to the development of my performance.	1.05	0.20	5.11	0.000
Performance	I am prepared and willing to work outside of regular working hours to achieve the required job performance.	1.47	0.25	5.87	0.000
Performance	The system of penalties affects the development and improvement of my performance.	0.72	0.18	3.95	0.000
Performance	I find that positive performance evaluations motivate and encourage me to work efficiently.	0.86	0.17	5.00	0.000
Performance	The organization focuses on my performance rather than the mistakes I make.	1.58	0.27	5.80	0.000
Performance	The level of employee performance is influenced by the nature of the assigned tasks	0.81	0.17	4.84	0.000
Performance	The current level of performance is a result of management's focus on training.	1.40	0.25	5.52	0.000

Performance	The current performance evaluation system in the workplace contributes to creating a state of job satisfaction.	1.27	0.22	5.86	0.000
Performance	The currently adopted performance evaluation system contributes to creating alignment between employees' personal goals and their ability to cope with work pressure	1.08	0.21	5.19	0.000

S.E. = Standard-errors of the regression-weights, C.R. = Critical Ratio, P = p-value

Table (4.11) shows that there is a moderate relationship between questions related and Employee performance. Since the values of critical ratio are greater than two in all variables and p-values are less than significant level of 0.05, the above variables are encountered factors when preserving human resource management. This means employment performance can be impacted by a set of factors such as commitment to work, working in is suitable environment, employee relying on themselves to complete their tasks, willingness of working outside of working hours, etc. The figure (4.3) and table (4.10) indicate there is a strong relationship between the context of human resource management and employee performance.

The study used SEM to see whether there is a relationship between job satisfaction and human resource management. We have asked 16 questions in relation to both private and public institutions.

Table 4.12: SEM results of factors related job satisfaction.

SEM		Estimate	S.E	C.R	P-value
Satisfaction with Management	our satisfaction with your relationship with your supervisor	1	(constrained)		
Satisfaction with Management	The method of attendance and punctuality control for employees	0.998	0.117	8.510	0
Satisfaction with Management	The clarity of instructions issued by management	0.805	0.117	6.900	0
Satisfaction with Management	The availability of training opportunities in your field of work	1.038	0.161	6.440	0
Satisfaction with Salaries	I Feel that my work and responsibilities are commensurate with the salary I receive.	1	(constrained)		
Satisfaction with Salaries	The salary I receive meets my needs	1.368	0.116	11.840	0
Satisfaction with Salaries	The salary is commensurate with the overall economic situation in society.	1.427	0.127	11.200	0

Satisfaction with Salaries	The regularity of the monthly salary	1.147	0.145	7.930	0
Satisfaction with Colleagues	The concept of teamwork among employees is clear and applied.	1	(constrained)		
Satisfaction with Colleagues	I feel mutual affection and understanding between me and my colleagues.	0.795	0.071	11.240	0
Satisfaction with Colleagues	I feel mutual affection and understanding between me and my colleagues.	0.707	0.080	8.820	0
Satisfaction with Colleagues	There is cooperation among colleagues to accomplish work	0.723	0.072	10.030	0
Satisfaction with Environment	Colleagues exchange information and sources of knowledge.	1	(constrained)		
Satisfaction with Environment	The organization's management provides a safe and healthy work environment for employees	0.841	0.096	8.800	0
Satisfaction with Environment	The organization provides transportation for employees to and from their workplace.	0.787	0.117	6.750	0
Satisfaction with Environment	I feel that working hours and schedules are suitable.	0.443	0.074	6.000	0

A Structural Equation Model (SEM) analysis also performed for the data related to the third hypothesis, which includes estimates, standard errors, critical ratios, and p-values for various factors related to satisfaction with management, salaries, colleagues, and the work environment. Here's an interpretation of the results. The model can be presented in the following graph.

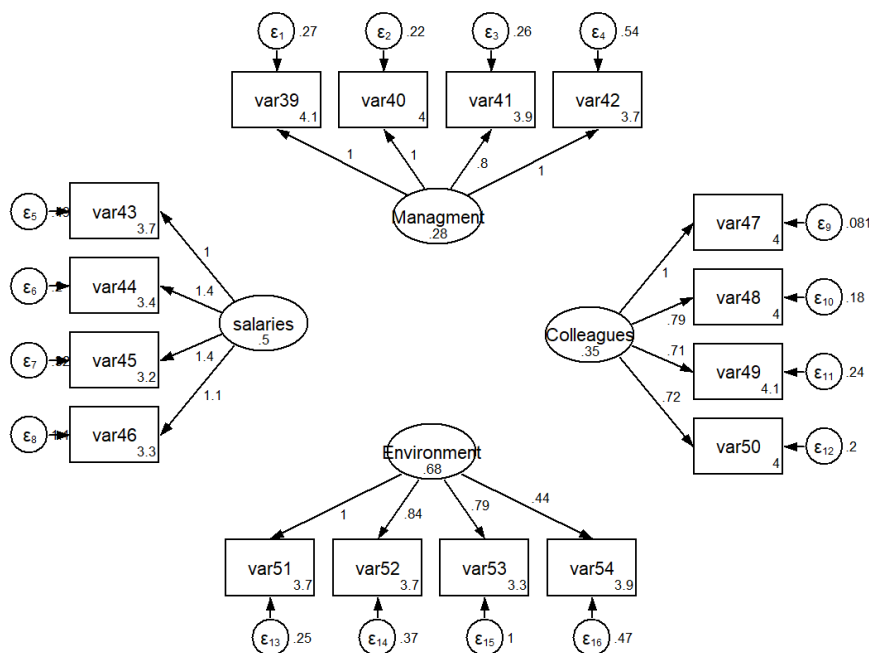


Figure 4.3: SEM model for factors related job satisfaction.

Table (4.12) shows that there is a moderate relationship between questions related and job performance. Since the values of critical ratio are greater than two in all variables and p-values are less than significant level of 0.05, the above variables are encountered factors when preserving human resource management.

The results indicate that the method of attendance and punctuality control, clarity of instructions, and the availability of training opportunities are all significant contributors to satisfaction with management. The salary meeting needs, being commensurate with the overall economic situation, and the regularity of the monthly salary are all significant contributors to satisfaction with salaries.

Mutual affection and understanding between colleagues, as well as cooperation among colleagues, significantly contribute to satisfaction with colleagues. A safe and healthy work environment provided by the organization, the provision of transportation, and suitable working hours and schedules all significantly contribute to satisfaction with the work environment.

4.11.1 Goodness of fit

The SEM model's goodness of fit proposed in the three hypothesis are assessed using a variety of metrics. Including the Tucker and Lewis's Index of Fit (TLI), the Standardized Root Mean Squared Residual (SRMR), and Root Mean Square.

Table 4.13: Goodness of fit of the SEM model.

Model tested	X ²	SRMR	CFI	TLI	Pclose	RMSEA
Model performance of Employee empowerment	857.9	0.021	0.99	0.90	0.000	0.11
Model performance of Employee performance	297.5	0.013	0.99	0.93	0.000	0.12
Model performance of Job satisfaction	383.4	0.023	0.98	0.96	0.000	0.116
Criterion for the goodness of fit		≤ 0.08	≥ 0.95	≥ 0.90	≤ 0.05	> 0.08

Table (4.13) displays that the SRMR value is below 0.08, signifying an outstanding fit for the model (Hu and Bentler, 1999). The CFI value surpasses 0.95, denoting a commendable fit according to the model (Kline 2005). Similarly, the TLI value exceeding 0.90 indicates a satisfactory fit (Sharma et al. 2005), and the NFI value, surpassing 0.90 as well, signifies a good fit for the model (Hu and Bentler, 1999).

The above figures indicate the SEM models performed to the three sessions are a good fit to the data. As indexes suggest a sufficient fit of the model to the current data, the hypothesized model is fitted. The R square for employee empowerment model is 0.99 which means 99% of variability is explained by the model. The R square for employee performance model is 0.84 which means 84% of variability is explained by the model. The R square for employee performance model is 0.99 which means 99% of variability is explained by the model. This means that the three models that we fitted to the data using SEM are the best fitted models.

4.12 Testing hypothesis

the below is the reserch model which investigate the impact of Jobe Satisfaction and Employee Performance on Employee Empowerment

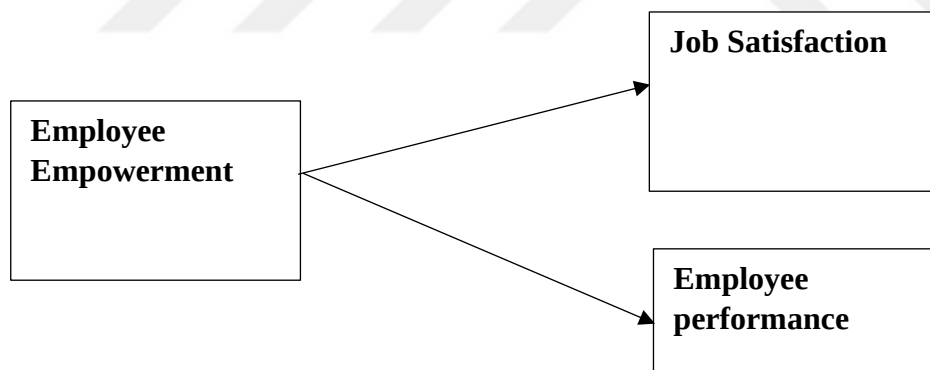


Table 4.14: The results of regression model.

Model ^a	Coefficients	Std. Error	t	Sig
(Constant)	28.736	4.459	6.444	0.00
Employee Performance	0.488	0.098	4.99	0.00
Job Satisfaction	0.632	0.066	9.529	0.00
a. Dependent Variable: Employee empowerment				

We have performed a regression analysis to investigate the impact of employee performance and job satisfaction on the employee empowerment. The model provided the coefficients, standard errors, t-values, and significance levels for regression model to

predict employee empowerment. The intercept is 28.736 which represents the expected value of the Employee empowerment when all predictor variables are zero.

The coefficient for Employee Performance is 0.488. which interpreted that for every unit in increasing in Employee Performance, the expected change in Employee empowerment will increase by 0.488. this is statistically significantly different from zero ($p < 0.05$), suggesting a significant relationship between Employee Performance and Employee empowerment.

Job Satisfaction has a significant impact on Employee empowerment as the coefficient 0.632. This means that for every unit increase in Job Satisfaction, the expected change in Employee empowerment will increase 0.632 units. The t-value of 9.529 indicates that this coefficient is highly significant ($p < 0.05$).

DISCUSSION

This section thoroughly covers the analysis's findings in terms of understanding the function of human resource management in personnel empowerment practices, employee performance and job satisfaction, and Erbil governance's public and private organizations.

We have found that empowerment groups questions, specifically focusing on six key variables: Delegation of Authority, Training, Knowledge Ownership, Independence in Decision Making, Motivation, and Teamwork. Regarding to the employee performance, respondents providing their opinions on various questions related to their commitment, work environment, self-reliance, external factors affecting employee performance, and the impact of organizational systems and evaluation methods.

We have tested three hypotheses throughout the study. the first hypothesis was tested to see whether the employee empowerment factors have positive effect on human resource management. Employment empowerment can be impacted by a set of factors teamwork, motivation, independence of decision making, knowledge ownership, training and delegation of authority through a moderate relationship between latent variables and employee empowerment. Empowerment also encourages new forms of thought and expression. Employees are more likely to come up with creative and inventive solutions to challenges when they are given the opportunity to think freely and take risks (Spreitzer, 1995), (Amabile, 1998). employee empowerment techniques is necessary for its successful implementation. Several elements, such as leadership style, organizational culture, and employee abilities and knowledge, have been shown to affect the efficacy of empowerment methods (Gong et al., 2020).

The second hypothesis was to test whether there is a relationship between employee performance and human resource management. We have found that employment performance can be impacted by a set of factors such as commitment to work, working in is suitable environment, employee relying on themselves to complete their tasks, willingness of working outside of working hours. So that there is a moderate relationship between employee performance and human resource management. The result was confirmed by the study of Locke & Latham as they indicated that employee performance is heavily influenced by factors such as motivation, highly motivated workers. Many aspects of a job might affect an employee's level of motivation, including pay, status,

perks, autonomy, status, work stability, and advancement prospects (Locke & Latham, 2019).

Enhanced teamwork and cooperation are additional benefits of high employee performance. Improved team dynamics and results are the consequence of high-performing people that work well together and cooperate successfully (Kramer, Sharma, & Krishnan, 2020).

The third hypothesis was tested to see whether there was a relationship between job satisfaction and human resource management. The study indicated that the method of attendance and punctuality control, clarity of instructions, and the availability of training opportunities are all significant contributors to satisfaction with management. The salary meeting needs, being commensurate with the overall economic situation, and the regularity of the monthly salary are all significant contributors to satisfaction with salaries. According to research (Hackman & Oldham, 1976), employment attributes including autonomy, task diversity, and feedback are significant determinants of job satisfaction. Job satisfaction has also been connected to other factors, such as social support from colleagues and supervisors and a sense of fairness and justice at work (Colquitt, Conlon, Wesson, Porter, & Ng, 2001).

Additionally, we have found that there are strong positive relationships between employee empowerment, employee performance and job satisfaction. These findings implied that effective employee empowerment practices may contribute to improved employee performance and job satisfaction within the studied context.

CONCLUSION AND RECOMMENDATIONS

CONCLUSION

The study investigated the role of human resource management in personnel empowerment practices and employee performance and job satisfaction and Erbil governance's public and private institutions in Iraq. we have developed a questionnaire that was administered to a diverse group of participants, including individuals from public and private institutions. A total of 200 participants were engaged in the study. Various statistical methods were used including descriptive statistics, correlation, SEM model and goodness of fit to analysis the data.

We have introduced a set of factors to preserve the impact of employee empowerment including set of factors related to Delegation of Authority, Training, Knowledge Ownership, Independence in Decision Making, Motivation, and Teamwork. We have also introduced 14 factors such as s commitment to work, working in is suitable environment, employee relying on themselves to complete their tasks, willingness of working outside of working hours that have impact on the employee performance. Lastly, we introduced a set of factors related to job satisfaction such as satisfaction with management, satisfaction with colleagues, satisfaction with salaries, and satisfaction with work environment.

RECOMMENDATIONS

The following recommendations can be considered based on the study investigating the relationship between **personnel empowerment practices and employee performance** and work satisfaction:

- 1- **Develop a Program for Personnel Empowerment:** Enhance existing staff empowerment programmes or launch new efforts to provide employees with the autonomy, skills, and resources they need to succeed in their professions.
- 2- **Performance Metrics Alignment:** Ensure that performance metrics are consistent with empowerment concepts. This includes not only recognizing and rewarding quantitative accomplishments, but also qualitative contributions like invention, teamwork, and problem-solving.
- 3- **Self-development and training opportunities:** Invest in ongoing training and development opportunities that match with the concepts of personnel

empowerment. Workshops, seminars, and online courses can all be used to improve employees' abilities and confidence.

- 4- **Feedback mechanisms:** Implement feedback systems on a regular basis to measure the impact of empowerment techniques on employee performance and job satisfaction. Surveys, focus groups, or one-on-one interviews can all be used to get information directly from employees.
- 5- **Involvement in policy-making and procedure:** Employees should be actively involved in decision-making processes relating to their positions and responsibilities. Seeking opinion on specific decisions and allowing employees to participate in decision-making can increase their sense of empowerment.
- 6- **Enhance communication channels:** Improve internal communication channels to ensure that staff are well-informed on empowering methods. Transparent communication regarding decision-making processes and the rationale for empowerment programmes is part of this.

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Questionnaire Form

The researcher is conducting a field study titled "**The relationship between personnel empowerment practices and employee performance and job satisfaction in the context of strategic human resources management: A research in Erbil public and private institutions.**"

Therefore, the researcher kindly requests your cooperation in carefully reading all the questionnaire items and answering them honestly and impartially. Please note that all responses and answers will be highly appreciated, treated with confidentiality, and solely used for the purpose of scientific research.

Part One: Personal Variables:

Please mark (✓) the appropriate answer in the designated box:

1. **Gender:** Male () Female ()
2. **Age:**()
3. **Educational Level:** Middle School () Diploma () Bachelor's Degree () Master's Degree () Doctorate PhD ()
4. **Job Title:**
5. **Years of Service:**

Part Two: Study Variables:

A. Employee Empowerment

Please mark (✓) the response that you find appropriate:

Number	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
First: Delegation of Authority						
1.	The managers delegate employees with the necessary authority to perform their work based on the organization's systems and instructions.					
2.	The management trusts employees' ability to carry out assigned tasks.					
3.	Your job provides you with the opportunity to make decisions independently.					
4.	The management grants your appropriate flexibility to act in performing your tasks.					

Second: Training					
5.	The management encourages employees to share experiences with each other.				
6.	Employees have opportunities for learning and acquiring new things in their field of work.				
7.	The management adopts a clear training plan.				
8.	The management provides you with training courses to develop your skills.				
Third: Knowledge Ownership					
9.	The organization provides the necessary technical and administrative infrastructure to obtain and exchange information within the institution.				
10	The organization provides information that enables employees to answer all questions and solve problems they face at work.				
11	Employees share information among themselves to accomplish tasks.				
12	There is ease of access to the information employees need to perform their work.				
Fourth: Independence in Decision Making					
13	The management strives to create an environment based on the principles of independence and freedom of action.				
14	The organization allows employees to address problems that are within their scope.				
15	Employees can change work methods and task performance without consulting the responsible supervisor.				
16	The management provides sufficient information regarding developments and changes, making employees more independent.				
Fifth: Motivation					
17	Employees perform their tasks well when they empowered.				
18	Administrative empowerment gives employees the opportunity to demonstrate their abilities.				
19	Empowered employees feel high self-confidence.				
20	The management encourages supervisors to take responsibility through administrative empowerment.				
Sixth :Teamwork					

21	Teamwork achieves cooperation between you and your colleagues in the team, and you do not feel overwhelmed by the workload.					
22	You find that teamwork increases your activity and motivation towards work.					
23	Teamwork fulfills social needs such as friendships, self-esteem, and self-fulfillment.					
24	There is a team spirit among employees to accomplish the required tasks.					

B. Employee Performance

Please mark (✓) the response that you find appropriate:

Number	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	I am committed to carrying out my duties and following the organized instructions for my work.					
2.	The place I work in is suitable for my experience and academic qualifications, allowing me to perform my tasks to the best of my ability.					
3.	I consider the required timing to complete the assigned tasks.					
4.	I rely on myself to accomplish the work and strive to improve my performance.					
5.	Neglecting me leads to a decrease in my performance level.					
6.	The systems, laws, and regulations adopted by the organization contribute to the development of my performance.					
7.	I am prepared and willing to work outside of regular working hours to achieve the required job performance.					
8.	The system of penalties affects the development and improvement of my performance.					
9.	I find that positive performance evaluations motivate and encourage me to work efficiently.					
10	The organization focuses on my performance rather than the mistakes I make.					
11	The level of employee performance is influenced by the nature of the assigned tasks.					
12	The current level of performance is a result of management's focus on training.					

13	The current performance evaluation system in the workplace contributes to creating a state of job satisfaction.					
14	The currently adopted performance evaluation system contributes to creating alignment between employees' personal goals and their ability to cope with work pressure					

C. Job Satisfaction

Please mark (✓) the response that you find appropriate:

Number	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
First: Satisfaction with dealing with management						
1.	our satisfaction with your relationship with your supervisor					
2.	The method of attendance and punctuality control for employees.					
3.	The clarity of instructions issued by management					
4.	The availability of training opportunities in your field of work					
Second: Satisfaction with incentives and salaries						
5.	I feel that my work and responsibilities are commensurate with the salary I receive.					
6.	The salary I receive meets my needs					
7.	The salary is commensurate with the overall economic situation in society.					
8.	The regularity of the monthly salary					
Third: Satisfaction with dealing with colleagues						
9.	The concept of teamwork among employees is clear and applied.					
10	I feel mutual affection and understanding between me and my colleagues.					
11	There is cooperation among colleagues to accomplish work					
12	Colleagues exchange information and sources of knowledge.					
Fourth: Satisfaction with the work environment						
13	The organization's management provides a safe and healthy work environment for employees					
14	The organization provides the necessary facilities and amenities (office, computer, chair, ventilation, lighting, internet) to achieve excellent job performance					

15	The organization provides transportation for employees to and from their workplace.					
16	I feel that working hours and schedules are suitable.					



