



The impact of the dimensions of empowering leadership in developing work role behaviors

BY

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Article History

Received: 27/12/2022

Accepted: 09/01/2023

Published: 11/01/2023

Vol – 2 Issue – 1

PP: -13-21

Abstract

The aim of the research is to evaluate and develop work-role behaviors at Al-Hilla University College by examining the role of empowering leadership in enhancing those behaviors. The problem was identified in a number of questions, the most important of which are:

- What is the educational institution's level of empowering leadership dimensions?
- What is the institutional level of work-role behavior, and is it structured according to an individual philosophy or a collective philosophy in which work visions are represented by the logic of proactive and extra behaviors of the faculty's teaching staff? In order to achieve the goal of the study, and to answer the questions of the problem, it was applied to the faculty's number of (114) teachers to fill out the (questionnaire), which is the main research tool in collecting data and information, in addition to documents and personal interviews. Some statistical techniques, such as the arithmetic mean, standard deviation, coefficient of variation, correlation coefficient, and T-tests, were employed to analyze the responses. The presence of correlation and influencing linkages among the research variables is therefore favorably portrayed.

Keywords: empowering leadership, work role behaviors, Al-Hilla University College.

INTRODUCTION

The social and human sciences are interested in the creation of empowering administrative leaders who can influence working workers to attain corporate goals (Paul et al., 2020). And, because human resources are the backbone and cornerstone of an organization's survival in the face of social, economic, and political changes and complexities, as well as unprecedented events as a result of rapid technological development, organizations must look for additional voluntary behaviors for working individuals that are not specified in the job description, such as adaptive and proactive behaviors that contribute to improving the organization's effectiveness (work role behaviors). As a result, a number of methods and mechanisms have emerged that must be invested in order to improve and activate the work role behaviors, represented by enabling leadership, aimed at expanding the knowledge and capabilities of workers at various organizational levels and psychologically empowering them. From this point of view, the purpose of the current study was to bridge the intellectual gap that our local organizations still suffer from, which is the

limited use of modern administrative concepts to avoid many of the weaknesses that these organizations suffer from. Enabled leaders aim to build collective work teams aimed at improving the quality of work life to build a safe and secure work environment that stimulates adaptation and work in light of this environment and to reduce the problems that occur during work (Rajalingam & Jauhar, 2015). Therefore, the current research aims to know the role played by empowerment leadership in building an additional behavioral structure on the basis of adaptation and proactiveness to meet the internal and external challenges of the organization.

LITERATURE REVIEW

Empowering Leadership

Employee morale, performance, and work satisfaction are all affected by empowered leadership, which has a favorable impact on employees' trust and credibility in leaders' judgments (Ahmed et al., 2022). In the same context, Ahmad et al. (2022) believe that empowering leadership seeks to possess new methods and methods that enable subordinates to model business in a way that achieves the best results. For



example, it is to encourage (instead of directing or forcing) subordinates to think of opportunity and self-reward. Self-leadership, participation in setting goals, and teamwork (Kim & Beehr, 2018), and the table below represents the most important views of researchers in the field of organizational behavior on the concept of empowering leadership: -

Table (1) shows definitions of empowering leadership

sequence	author	the year	the definition
1	Amundsen & Martinsen	2014	behaviors aimed at increasing subordinates' creative level through the sharing of talents and abilities.
2	Fong & Snape	2015	Improving subordinates' abilities to complete tasks, creating objectives, increasing their degree of learning, and accepting responsibility for the duties they are assigned.
3	Li et al	2016	A collection of actions performed by the leader to assist subordinates in achieving self-management, hence transferring power from the leader to the subordinates.
4	Kim & Beehr	2018	a psychological process that expands and strengthens the power of reinforcement and motivation for subordinates' cognitive elements such as competence, self-determination, and the influence the subordinate sees in his work.
5	Alzhrani & Alzahrani	2020	A leadership style in which subordinates are given

			responsibilities and the flexibility to execute the power entrusted to them in order to increase organizational performance.
6	Bunders et al	2021	A set of behaviors aimed at sharing power among subordinates in order to improve the level of self-participation and cooperation among them.

Through the definitions of empowering leadership presented in Table (1), we noticed the focus of most researchers on the extent to which subordinates perceive the skills and abilities that leaders delegate to them to improve self-monitoring of workers and invest their efforts in performing work to achieve common goals.

On the one hand, it was measured by Amundsen & Martinsen (2014) with eight important dimensions that fit with the study's subject (Initiative, Goal focus, Delegating, Efficacy Support, Inspiring, Coordinating, Modeling, and Guidance) and because it represents an agreement of a number of researchers who have studied possible second-hand leadership.

Work role behaviors

Role theory represents an important introduction to the study of work role behavior by describing the full range of work role responsibilities within both the organizational context and individual work behavior (Armstrong, 2009). This definition of the role of work in role theory is what prompted many researchers to adopt it as an important reference to describe a broader set of responsibilities. However, the research presented did not formally include the organizational context and did not use role theory to describe the dimensions of the work performance model (Griffin et al., 2010). However, it can explain the mentality and behavior of workers and their transformation within their social roles, and reveal the different roles of individuals in the organizational context (Wu et al., 2018), and the behavior of the individual is often determined by these socially acquired rules, and then the individual adopts an appropriate role from For effective performance towards the situation and at work.

Murphy and Jackson (1999: 335) describe work roles as the full set of performance responsibilities associated with an individual's work. He presented (Griffin et al., 2010: 330–332) a model To perform the role of work, he dealt with the problem of previous models represented by the difficulty of researchers' acquisition of The full range of activities that can contribute effectively in uncertain organizational contexts and interdependence by categorizing three levels (individual, team, and organization), can be that the role behaviors contribute effectively, and for three different types of

behavior (competence, adaptation, and proactivity) as sub-dimensions of work role performance. Role performance is a product of individuals' attitudes within the organizational context, direction or influence exerted from above or elsewhere in the organization, their skills and abilities, and their attitudes and personality. Although the situation factors are important, the role played by individuals can form and reflect his personalities (Armstrong, 2009).

In some organizational contexts, the official work roles of individuals have become disrupted due to changes of a technical or administrative nature (Alexy et al., 2013), such as the emergence of the concepts of global work, virtual work, remote work, and self-management teams by replacing fixed jobs with dynamic roles, tasks, and projects that transform It is constantly changing (Scott & Davis, 2016), and in this way, the meaning of performance in organizations has also changed, as the working individuals are no longer expected to carry out the tasks assigned to them efficiently. Rather, they are adapting to changes in the nature of work and the methods used to implement and introduce those changes (Grant & Parker, 2009).

This is what was advocated by recent research that supports the view of emerging tasks and the focus of managers on empowering working individuals through the application of autonomy, that is, decentralization in decision-making (Colquitt et al., 2013). When the degree of uncertainty is high, it is not possible to anticipate all emerging cases. In an emergency, it is then difficult to formalize the requirements of the task. In this case, work roles must dynamically arise in response to changing circumstances and requirements, and therefore, there are greater requirements for role flexibility when the organizational context is more ambiguous (Griffin et al., 2010). Emerging tasks require organizations to reduce the level of formality within the organization, reduce documentation and preservation of written rules and procedures, reduce clarification and definition of functions within the organization, and neutralize formal procedures that hamper the discretionary decisions related to emerging tasks.

Model development and hypotheses

Empowering leadership behavior contributes to improving the ability of employees to take responsibility and understand the skills necessary to make the right decisions to implement functional work by providing them with appropriate training opportunities in the art of leadership behavior of the organization (Zamin & Hussin, 2020). This improves the chances of enhancing employee performance with the speed and flexibility required, as well as fostering good attitudes that promote learning, self-development, and the capacity to deal with workplace challenges (Wibowo & Hayati, 2019). Several studies found that empowering leadership was linked to improved work results, implying that empowering leadership may be a successful leadership style for both people and businesses. Because workers have some type of intrinsic drive, a favorable feeling about and attraction to the job and the workplace, empowering leader actions are likely to be related with positive work results, according to the idea of

empowering leadership. The present study tests the resulting (Efficiency, Adaptation, and Proactivity) as subdimensions of work role performance, as modeled in Figure 1.

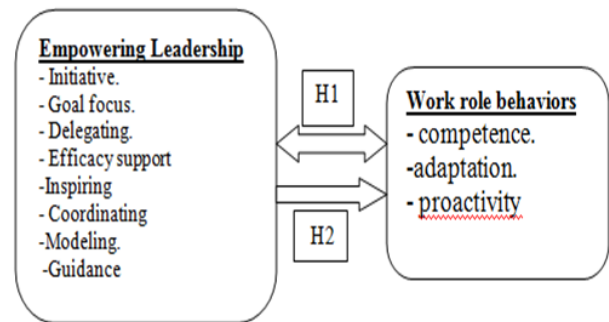


Figure 1. Conceptual Framework

The (Amundsen & Martinsen, 2014) scale was used to measure the possible leadership, and it consisted of (24) items. As for the dependent variable, the scale (Griffin et al, 2010) was used, and it consisted of (9) items. The study hypotheses (correlation and influence) were tested in the hypothetical study scheme as shown below:

Hypothesis (H1): There is a positive and significant correlation between the dimensions of empowering leadership and work role behaviors.

Hypothesis (H2): There is a significant and positive impact relationship to the dimensions of empowering leadership in work role behaviors.

Study community

The study community at Hilla University College was represented by 114 teachers (comprehensive inventory) in the scientific and human departments. Hilla University College was established based on Cabinet Resolution No. 390 in the regular forty session on 3/11/2009 as well as the final development decision of the college issued by the Ministry of Higher Education and Scientific Research, Ministerial Order No. C H/2109/2011 on 4/18/2011, which stipulated the start of admission to the college from the 2010/2011 academic year. Students from the governorate and employees of the various departments who did not have the opportunity to complete their university studies to study in the departments (law, economics, performing arts, physical education, English education, accounting, dentistry, nursing, medical device technologies, medical physics, laboratory techniques), and the Deanship of the College provided the material, human, and scientific supplies in order to build this edifice. scientific and commensurate with the reasons for its establishment in the province of Babylon.

Practical side of study

This research focuses on interpreting and analyzing variables of research in order to achieve best results that address phenomenon in question, as follows:

First: Encoding and characterization of search variables

This paragraph is concerned with structure and analysis of search variables by substituting them with a set of symbols to

facilitate reader's access to most accurate details and statistical parameters to determine best results, and table (2) describes

encoding and characterization of search variables.

Table (2) describes encoding and characterization of search variables

Variables	Dimensions	Paragraphs	Symbol	
Empowering leadership	Delegating	3	LEDE	
	Initiative	3	LEIN	
	Goal focus	3	LEGO	
	Efficacy support	3	LEEF	LEEM
	Inspiring	3	LEIS	
	Coordinating	3	LECO	
	Modeling	3	LEMO	
	Guidance	3	LEGU	
Work role behaviors	Efficiency	3	WREF	
	Adaptability	3	WRAD	WRB
	Proactive	3	WRPR	

Second: Testing reasonableness of data

This paragraph reflects on testing normal distribution of data drawn from phenomenon in question, samples for private management research and research, and scientific research generally require greater than 30 (30) use of Kolmogorov-smirnov test to examine studied sample data and to show its normal distribution. Thus, decision to accept or reject this test relates to a level of morale greater than (0.05) until it is accepted and vice versa and table (3) illustrates a test of reasonableness of withdrawn data.

Table (3)checked reasonableness of pulled data

Variables	Kol-Smi	Statistical parameter
Empowering leadership	2.736	0.200 ^a
Work role behaviors	2.181	0.200 ^a

Note from table (3) that data for lookup variables follows normal distribution, which means that its spread follows linearity, indicating that data follows normal distribution at a significant level greater than (0.05).

Third: Measuring tool stability test

This test is a statistical analysis of reliability of data obtained by researcher by distributing resolution in a sample of (60) respondents, as well as being able to produce stable results and using Cronbach's Alpha stability testing. This test takes it upon itself to provide stability conditions in rest data when it is greater than (70%), and table (4) shows alpha-Cronbach coefficients.

Table (4) alpha coefficients of search variables

Variables	Cronbach's Alpha
Empowering leadership	0.972
Work role behaviors	0.870

results of table above note that research measurement tool is relatively stable, with academic and administrative research particularly requiring measuring suitability of measurement tool for phenomenon that was designed to measure, showing stability of Empowering leadership paragraphs by 0.972 and role of work behaviors by 0.870.

Fifth: Diagnosis and description of search variables

According to response of members of phenomenon concerned, measurement tool paragraphs have obtained different arithmetical media and standard deviations, as shown in table (5), which are as follows

Table (5) describes lookup variables

Paragraphs	Mean	Standard deviation	Relative importance	Paragraphs	Mean	Standard deviation	Relative importance
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LEDE1	3.66	1.27	73%	Lemo1	4.29	0.82	86%
LEDE2	3.51	1.18	70%	Lemo2	4.02	0.60	80%
LEDE3	3.53	1.07	71%	Lemo3	4.34	1.05	87%
Delegating	3.57	1.07	71%	Modeling	4.22	0.53	84%
Lein1	4.72	0.77	94%	Legu1	4.11	0.93	82%
Lein2	4.59	0.83	92%	Legu2	3.76	0.86	75%
Lein3	4.29	0.82	86%	Legu3	3.83	0.93	77%
Initiative	4.53	0.69	91%	Guidance	3.90	0.82	78%
LEGO1	4.02	0.60	80%	empowering leadership	4.04	0.65	81%
Lego2	4.34	1.05	87%	WREF1	4.33	0.92	87%
Lego3	4.11	0.93	82%	WREF2	4.31	0.81	86%
Goal focus	4.16	0.67	83%	WREF3	3.94	0.76	79%
LEEF1	3.76	0.86	75%	efficiency	4.20	0.65	84%
LEEF2	3.83	0.93	77%	WRAD1	4.00	1.17	80%
LEEF3	3.68	1.07	74%	WRAD2	3.89	1.07	78%
Efficacy support	3.76	0.84	75%	WRAD3	3.50	1.00	70%
LEIS1	3.95	1.19	79%	adaptability	3.80	1.01	76%
LEIS2	3.74	1.16	75%	WRPR1	3.58	1.16	72%
LEIS3	3.68	1.05	74%	WRPR2	3.54	1.20	71%
Inspiring	3.79	1.01	76%	WRPR3	3.79	1.24	76%
Leco1	3.80	0.98	76%	proactive	3.63	1.05	73%
Leco2	4.72	0.77	94%	work role behaviors	3.88	0.70	78%
Leco3	4.59	0.83	92%				
Coordinating	4.37	0.70	87%				

Above table shows following:

1 Empowering leadership

dimensions of Empowering leadership have been obtained from different arithmetic media ranging from highest (4) mean of 4.53 for Initiative dimension to (0.357) for delegation dimension, with a standard deviation of 0.69, 1.07, respectively, and relative importance ranging from (71%-91%), showing availability of enabling leadership in its dimensions in sample studied.

Based on above, enabling driving variable obtained an overall arithmetic average of 4.04, a standard deviation of 0.65, and a relative interest of 81%, showing consistency and availability of paragraphs for this variable in sample.

2 Work role behaviors

dimensions of work role behaviors have different arithmetic media ranging from highest mean (4.20) for efficiency dimension to (3.63) for proactive dimension, with a standard deviation of (0.65, 1.05) respectively and relative importance ranging from (73%-84%), showing availability of work role behaviors of their dimensions in sample studied

In past, variable of work role behaviors has obtained a general arithmetic average of 3.88, with a standard deviation of 0.70 and a relative importance of its value (78%), showing consistency of paragraphs related to this variable and their agreement to achieve work role behaviors of phenomenon as much as possible.

Sixth: Testing research hypotheses

1. **Correlation hypothesis:** To test correlation between Empowering leadership, role behavior, and green production practices, researcher used a simple correlation coefficient (Pearson), as shown in following table (6):

Table (6) correlation matrix between lookup variables

	1	2	3	4	5	6	7	8	9	10	11	12	13
Delegating (1)	1												
Initiative (2)	.212	1											
Goal focus (3)	.621**	.344**	1										
Efficacy support (4)	.646**	.240**	.861**	1									
Inspiring (5)	.781**	.229**	.821**	.823**	1								
Coordinating (6)	.523	.309	.679	.636	.637	1							
Modeling (7)	.412**	.757**	.768**	.573	.539	.752**	1						
Guidance (8)	.652**	.511**	.902**	.948**	.798**	.574**	.531**	1					
empowering leadership (9)	.789**	.516**	.917**	.895**	.895**	.834**	.771**	.872**	1				
efficiency (10)	.590	.613	.691	.610	.880	.402	.529	.340	.671**	1			
adaptability (11)	.649**	.491**	.687**	.705**	.572	.463**	.457**	.743**	.702**	.481	1		
proactive (12)	.694**	.217	.685**	.751**	.726**	.530	.474	.709**	.757**	.729	.830	1	
work role behaviors (13)	.631**	.391**	.726**	.710**	.612**	.613**	.621**	.703**	.769**	.343	.910**	.910**	1

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

Relationship between empowering leadership and business role behaviors was valued at 0.769, showing consistency of responses of phenomenon in question, indicating importance of enabling leadership in improving role behavior of business.

Based on foregoing, claim to first hypothesis, which provides for a meaningful correlation between empowering leadership and business-role behavior, can be accepted. This hypothesis is therefore being prepared as evidence of an impact between enabling leadership and role of work behaviors.

1. **Effect hypotheses:** To test relationship of direct impact of Empowering leadership in role-of-work behaviors, researcher used structured equation modeling as follows: results show a direct impact of Empowering leadership on role of work behaviors, which means that analytical indicators in Figure (2) and Table (7) show that relevant phenomenon recognizes importance of Empowering leadership, meaning that one improvement of a standard deviation achieves role of work behaviors by 0.831 and by a standard error (0.063). Empowering leadership also explained difference in role behavior (0.592) and residual value is outside study limits.

Figure (2) structural model of impact of Empowering leadership on role behaviors

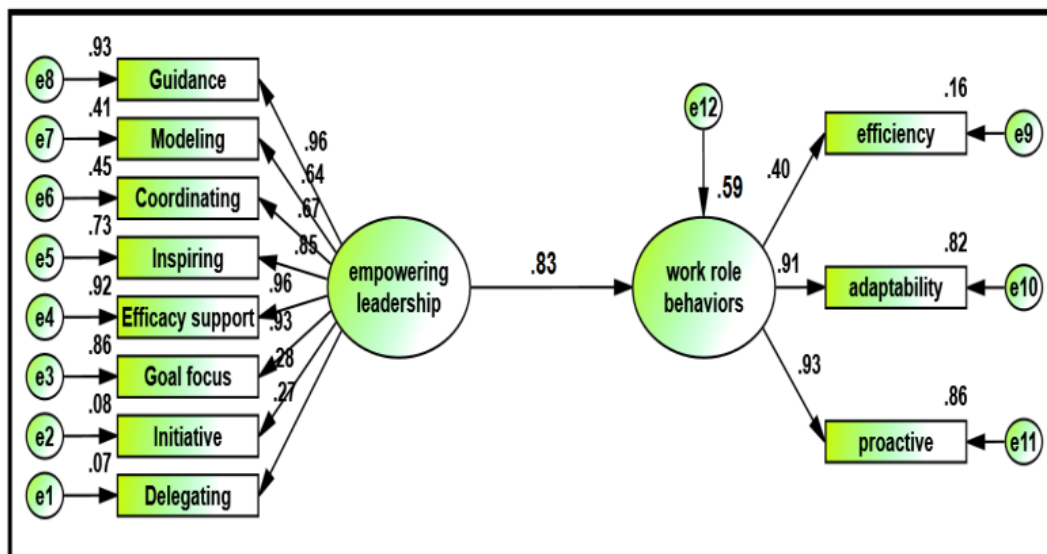


Table (7) Summary of results of analysis of direct impact of enabling leadership on role of work behaviors

Path		Estimates	Standard error	Critical value	R ²	P
Empowering leadership	--->	Work role behaviors	0.831	0.063	13.191	0.592 0.001

Based on above, claim for second hypothesis, which states that there is a significant influence relationship for Empowering leadership-1 in business role behaviors, can be accepted.

Conclusions

1. There is a correlation between Empowering leadership and work role behaviors, which means that Empowering leadership contributes to one significantly improves work role behaviors by explaining as many factors as possible that affect work role behaviors.
2. Sample examined ensures that workers are prompted to learn new skills in order to ensure adaptation to changes in their assignments.
3. Focus considered sample on taking lead by investing in best ways to perform key tasks involved.
4. sample studied is keen to use standard and differentiated procedures to perform business well
5. Ensure that tasks are proactively scheduled in order to ensure continuous improvement in employees' goals and objectives.

Recommendations

1. Need to instill a spirit of cooperation and optimism among staff in a way that will serve long-term objectives of Organization and common interests.
2. Create an appropriate working environment to lift labor pressures, strengthen strengths, and address weaknesses to encourage creativity at work.
3. Studied sample should encourage employees to take responsibility for their tasks in order to achieve long-term objectives.
4. need for studied sample to focus on development of skills of workers by building a database of skills that workers lack and organization needs

Need to motivate staff to participate in training courses and seminars with a view to educating their ideas to provide best ways and means of creativity in developing appropriate solutions facing organization.

Appendixes

Empowering Leadership		
Dimension	Items of scale	
1	Delegating	My boss has instructed me to take responsibility
2		My boss has instructed me to take responsibility
3		My boss provides me authority
4	Initiative	My boss pushes me to take on projects on my own.
5		Starting with my own set tasks, my leader exhibits good views about me
6		My boss urges me to take charge
7	Goal focus	My boss is anxious that I meet my objectives
8		My boss pushes me to achieve my objectives
9		My boss is concerned about my goal-oriented approach to work
10	Efficacy support	My boss pays attention to me
11		My boss is aware of both my strengths and weaknesses
12		When necessary, my boss encourages me to use my powerful sides
13	Inspiring	My boss is ecstatic about possibilities
14		My boss exudes optimism about future
15		My boss demonstrates that he or she is upbeat about future
16	Coordinating	My leader aligns his or her objectives with mine
17		My leader and I discuss our respective objectives

18		My boss and I talk about common interests
19	Modeling	My boss allows me to observe how he or she arranges his or her job
20		planning of my leader's job is obvious to me
21		I learn how my boss schedules his or her days at work
22	Guidance	My boss demonstrates how I can enhance my working style
23		My boss instructs me on how to accomplish my job effectively
24		My boss explains how he or she organizes his or her team
Work Role Behaviors		
1	efficiency	I do my core business well
2		I use standard procedures to complete my core tasks well
3		I make sure I get my job done right
4	adaptability	I adapt well to changes in my core business
5		I deal with changes same way I work to get my job done intrinsic
6		I am learning new skills to help me adapt to changes taking place In my core duties
7	proactive	I take Initiative in best way to carry out my essential work tasks
8		I come up with new ideas to improve way I do my core tasks
9		I make necessary changes in way I accomplish my core tasks

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