

Impact of Empowering Leadership on Organizational Performance

by Roy Setiawan

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Roy Setiawan, Suresh G, T. Pushparaj, S. Sam Santhose, Gazala Masood, Farrukh Arslan, and Ismail Raisal

Authors

Roy Setiawan, Universitas Kristen Petra, Universitas Airlangga, Indonesia. roy@petra.ac.id

Suresh G, Assistant Professor in Commerce, Christ University, Bangalore, India. suresh.g@christuniversity.in

T. Pushparaj, Assistant Professor, MCA Department, PSNA College of Engineering and Technology, Dindigul, India. pushpsna@psnacet.edu.in

S. Sam Santhose, Associate professor, Department of Management studies, Nesamony Memorial Christian college, India. samsanthose3175@gmail.com

Gazala Masood, Research Scholar (Management), Rama University, Kanpur, Uttar Pradesh, India. ghazala1999@yahoo.com

Farrukh Arslan, Purdue University, USA. farslan@purdue.edu

Ismail Raisal, Senior Lecturer, Department of Management, Faculty of Management and Commerce, South Eastern University of Sri Lanka, Oluvil. ismarais@seu.ac.lk

Abstract

Empowering Leadership nowadays is considered one of the most important features of the human resources in an organization in order to boost the productivity of the employees and maximize the performance of the organizations. However, this research will study the importance of empowering leadership and their effect on the performance of the organization as a whole. The research will use quantitative method for collecting data, and then analyzing them using regression analysis and Z-Test in the SPSS statistical tool in order to maintain the results and validate the hypothesis of the research. The findings of the study stated that motivation, job satisfaction, compensation benefits and performance appraisals have a direct effect on leadership in the workplace. The higher the leadership is in the workplace, the higher the performance of the employees will be.

Keywords: Job Satisfaction; Motivation; Compensation Benefits; Empowerment Performance Appraisals.

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Introduction

Employees' empowerment in the workplace was a result for a major change in management style in the workplace. This had led to the development of new studies regarding empowerment and its impact on employees' performance in the workplace. More specifically, the research aims to examine the question "Does empowering leadership effects negatively or positively the performance of employees?" The importance of topic relies in the importance of leadership styles and its impact on the performance of the employees. Since a leader cannot lead without any followers. Therefore, it is important to study in this research the impact of empowering leadership on the performance of employees. The employees' performance is affected by the leader since both have a common goal. However, the research will study the importance of leadership and its impact on the performance of employees. It is the responsibility of the leaders to empower employees in the workplace to enhance performance. Thus, the main reason that the research will shed the light on is empowering employees in the workplace and its effect on organizational performance.

Leadership and Empowerment Literature Review

Leadership Overview

The ability of the leader to inspire and motivate his followers in the workplace in order to boost their performance and achieve organization goals can be defined as leadership. However, in this section, the research will deal with the definition of leadership addressing its different styles and types in the workplace. Leadership can be defined as a wide process which aims to guide and influence followers in the workplace toward achieving the organizational objectives in an effective and efficient manner through the means of implementing several methods including delegation of power and authority [1]. However, all the aspects of dealing with conflicts and guiding the workforce in the organization to achieve their tasks in an effective and efficient manner are all covered by the leadership styles.

However, Wammy & Swammy [2] defined leadership as the integrated sharing of vision to achieve a positive change in the workplace through the means of building confidence among the workforce. Moreover, leadership is also known as a social influence process in which the leader aims to delegate authority and influence employees in the workplace. Leadership style is the ability of the leader to direct and motivate the workforce in the workplace through the means of implementing effective and efficient plans [3]. However, every leadership style can be implemented on a certain case, thus there is no style which can be considered as the best styles in terms of leadership [4]. However, the leadership style can only be determined by the leader in the workplace by directing the employees in a healthy manner to achieve the goals and objectives of the organization through implementing procedures and processes and allocating the tasks to the correct people based on qualifications. Subordinates will be directed in a healthy manner only if

the leadership style is implemented in a good manner in the workplace by the leader. This will enhance the confidence and employee's motivation in the workplace and thus leading to a higher performance as stated by [5].

The trait and behavioral theory are the most important theory in leadership in that states that great leaders are born in nature and they are distinguished through the means of personality traits, the thing which makes them different from other followers which might take place in the organization [6]. However, the basic principle is that effective leaders are born and not made. However, many studies had been implemented on the basis of theoretical framework which they are physical, mental and social characteristics of the individuals. In general, these studies aimed to measure the effectiveness of leadership with the traits of the leaders in which the physical traits such as height and mental traits such as intelligence and social traits such as personality attributes were all the subject of the research. The behavioral theory states that leaders are made and not born. In this theory, many employees and people can learn the concept of leadership through the teaching and observation method [7].

In addition to that, this theory had been developed in order to manage the employee behavior and motivation in the workplace. This type of leadership focused on the workers human need for work related to satisfaction and good working conditions. However, the behavioral theory doesn't focus on the traits and capabilities of the leader, but they focus on encouraging the value of leadership styles with an emphasis on collaboration for employees by implementing the participative decision making and team development to meet the needs of the followers in the workplace [8]. The contingency theory can be defined as the interaction between the personal characteristics of a leader and the aspects of the situation can be determined by the effectiveness of leadership. This theory relies on the correlation between the outcomes of the organization and leadership style accompanied with the factors which are related to organizational environment, and by that the results cannot be predicted by the leadership style unless the variables of the situation which will take place should be known [9].

The variables of the working environment determine the success of the leader in the workplace including the leadership styles, the qualifications of the leader, followers behavior, and the situational aspects/ However, effective leadership requires situational factors including the relationship between the followers and the leader, position and power of the leader in the workplace, the ability of the leader to influence and motivate the followers and the task structure of the leader [10]. This leadership style focused on the enhancing the personal relationships between the leader and his followers in the workplace rather than traits or behaviors of leaders in the workplace [11]. This theory indicates that leaders in the workplace don't treat all the followers in the same manner, but they treat some of them in the group in a good way and remaining away from others which are usually outside the group. Thus, the followers which are

in the group enjoy strong relationship with the leader based on trust and mutual respect in which they are involved in decision making and important activities [12].

Recently, a huge debate occurred among the difference between transformational theory and the transaction theory and their relationship with employee's performance. However, the transactional theory in leadership focuses on the role of the leader in implementing supervision on the followers in the workplace through the means of implementing the rewards and punishment systems on the followers in order to achieve the goals of the organization. However, the type of transaction implemented in the workplace whether reward or a punishment depends on the performance of the employee in the workplace [13]. Moreover, transactional leaders aim to appeal to subordinates' self-interests, meeting the current needs of the subordinates through the means of bargaining and exchanging. Negotiations among achieving the required performance level in the workplace should be negotiated by both the leader and the followers in the workplace.

On the other hand, transformational theory in leadership is defined upon forming relationships between leaders and followers based on trust and respect [14]. Thus, this theory focuses on the ability of the leader in motivating and influencing his followers to achieve the goals of the organization without taking into consideration their personal goals. However, this type of leadership requires high values and ethics in the workplace to be able to meet the required performance. Bass [15] stated that there are four types of transformational leadership which are charisma, motivation and inspiration, intellectual stimulation and individualized consideration, as shown in figure 1.



Figure 1. Leadership Process

According to Dunham and Pierce, the leadership process is constituted of four factors and they are the leader, the followers, the context, and the outcomes. The Leader is the person who is responsible for leading the project or the team. This person has the full responsibility and power for managing the project [16]. However, the leader is responsible for managing his followers in the workplace. Followers are in the next stage after the leader, they are known as the people who are being led by a specific leader in the workplace. However, the leader is responsible for

boosting the performance of his followers in the organization in order to achieve good outcomes. The Context is one of the most important elements of this model, and it refers to the conditions that the leader is imposed in to lead and influence his followers in the workplace [17]. Leadership is considered an important concept to be implemented whether for a defined project which have a specific time, or simply working on a daily basis. The Outcomes is the last phase of the leadership process which refers to the result of the project or task which had been implemented in the workplace by the followers under the supervision and the direction of the leader [18]. At last, leaders are always judged based on their outcomes because they always affect the followers' performance in the workplace. As a conclusion, all aspects of leadership are connected to each other, in which the actions of the leader will affect the followers, and the action of the followers will affect the performance of the leader too and by that affecting the management style [19]. The organization will be able to achieve better outcomes and success if its leader was able to learn from his team the actions which affect directly the organizational outcomes. Thus, in leadership all the components are related to each other, thus falling under the circular model. Following are some of the benefits of implementing such a model in the workplace:



Figure 2. Goleman's Model [22]

- Enhancing relationships among the team members. Since this leadership model is circular, it aims to grow and enhance the relationships between team members in order to boost their performance and perform efficiently. When the relationships between the leader and his followers are strong, the performance of the team will increase and will achieve higher productivity in the workplace [20].
- All leaders aim to enhance the performance of their followers in the workplace in an effective and efficient manner. Thus, when followers are working in suitable working conditions and in a job, which match their skills, they tend to be happier and by that their performance will increase. Thus, when leaders fail to match their followers with their suitable job, the leader will fail in achieving organizational objectives [21].

- Offer feedback. This point is concerned with the relationships among the team. Feedback is considered one of the most important components since it helps the team members to go in the right direction and achieve the goals and objectives of the organization. Thus, feedback helps followers to know what is expected from them, and provides them with an opportunity to give feedback to the leader in order to enhance communication.

As shown in figure 2, six important leadership skills were mentioned by Daniel Goleman which should be found in a person to be qualified to be a leader. Visionary behavior should take place in which the leader should work on focusing on the vision of the organization and work on leading his team forward. Thus, there are certain skills which should characterize the leader such as the coaching skills to train and influence his followers in the workplace. However, the leader should be also characterized by democratic and commanding behavior, since he needs to ensure that democracy exists in the workplace, since contribution and participation are a must to achieve common targets [23]. At last, the leader should work on achieving his target in the workplace; enhancing teamwork in the workplace is one of his major responsibilities as a leader. Thus, being a great leader is not easy the leader should work on treating his followers in a fair way to be able to boost their performance in the organization, as shown in figure 3.

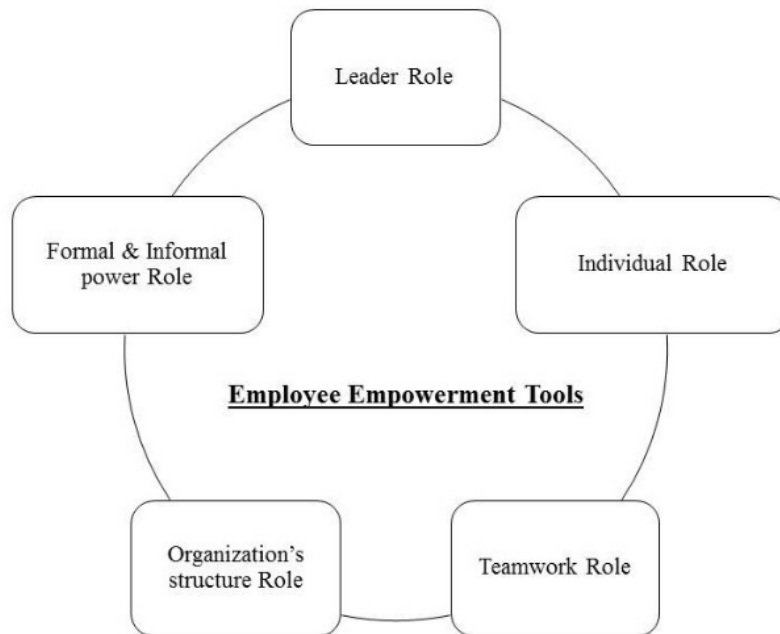


Figure 3. Employee Empowerment Tools [24]

Empowering employees is the main role of the leader in the workplace to boost the productivity of the employees and enhance performance. Delegating responsibilities is one strategy which is implemented by leaders to empower followers and create a challenging workplace environment.

Leaders should be flexible, supportive and should emphasize work collaboration by developing rewarding strategies to motivate their followers to achieve the organizational goals. On the other hand, teamwork is very important in managing employees and motivating them in the workplace to achieve the mutual goals by ensuring participation, sharing information and enhancing creativity in the workplace [25]. However, structural change in an organization is considered as an empowerment tool that organization should use to support its employees in the workplace with resources to enhance their skills in the workplace and boost their productivity. According to a study done by Kanter [26], the following conditions should be implemented in the workplace in order to have a structural change:

- Ensuring career growth
- Easy access to the necessary resources while performing their duties.
- Supporting employees when they face obstacles
- On the other hand, previous studies stated that firms which aim to practice employee empowerment strategies should include more than one perspective since one approach is not enough to empower employees in the workplace effectively and efficiently [27].

General Studies

Many researches had been done in the field of leadership and these researches revealed that leadership styles and behaviors have a direct impact on employees' performance in the workplace, in which transformational leadership is considered better than transactional leadership since it has a direct effect on employees' performance in the workplace in a positive way [28]. This is because this type of leadership is based on trust and transparency between the leader and the followers, the thing which will motivate the followers and by that they are willing to exert more effort in order to achieve the goals and objectives of the organization. In order for a business to be successful, an innovative kind of leadership is required in which it is based on empowering and motivating employees to maximize their performance. Another study was implemented in the field of the Canadian financial industry about the importance of transformational leadership and its effect on employees' performance. The study showed that transformational leadership is correlated positively with employee satisfaction in the workplace than transactional leadership [29]. Employees receive direct attention from their leader in transformational leadership. As a result of this attention, they tend to support their leader and by that performing beyond expectations. This is why transformational leadership tends to develop leaders of high quality in which they tend to influence and motivate their followers to maximize their performance in the organization. However, followers are inspired and motivated by transformational leadership in which they are attracted by the mission, vision and goals of the organization the thing which expresses optimism and high expectations for excellence and performance from the followers [30]. Thus, transformational leadership and employee

performance are positively correlated. Moreover, a study had been implemented in Africa on the importance of laissez faire leadership on the employees' performance in the workplace. The study showed that there is leadership and employees' performance is negatively correlated.

Empowering Leadership

Empowering leadership can be defined as implementing leadership concepts among the followers in the workplace in order to increase the performance of the employees. However, this section of the research will examine the tools which are required to empower leadership among employees [31].

¹ *Employee Performance*

Enhancing the job performance of employees in the workplace is the goal of any organization to be able to compete effectively and efficiently in the market place. Thus, the employees' performance in the workplace can be considered as an indicator to measure the success or failure level of an organization [32]. The work exerted by the employee in the workplace to achieve a specific outcome or objective can be defined as employee performance which will be later on evaluated by the leader.

Employee Empowerment

Giving the authority to employees to take decisions in the workplace throughout motivation in order to enhance performance and productivity in the workplace can be defined as empowerment [33]. Ensuring growth and productivity in the workplace is the main aim of empowerment. It is considered one of the main components of the organization which maximize the productivity of employees through the means of motivation and delegation. However, empowerment is also defined as the ability of the employees to master problems in the workplace through the use of their skills and qualifications [34].

Workplace Motivation

Motivation is one of the most important strategies that should be practiced in the workplace by the management to boost the productivity of the employees through defined policies and procedures [35]. Motivation is known as the level of effort exerted by employees to achieve goals and objectives of the organization. Motivating employees is considered one of the most important reasons to retain employees and minimize the turnover rate in the organization. It is also considered as an important tool to get the best out of the employees under hard conditions in the workplace [36].

Enhancing Commitment through Work Empowerment

Implementing empowerment in the workplace effects directly the employees' performance in the organization in which they will feel as if they are valued in the organization and by their leaders. Thus, employee's empowerment boosts employee commitment toward the Studies had shown that employees' empowerment increases the level of commitment to the organization they are working in [37]. Those studies had also shown that empowered employees will have a positive emotional attachment with the organization they are working in, and thus having increased performance [38].

Organizational Effectiveness

Organizational effectiveness can be defined as the degree to which the organization is able to achieve its goals and objectives. Transferring all the inputs into outputs throughout implementing a process can be defined as organizational effectiveness. However, organizational effectiveness can also be defined as the way the organization uses its resources to achieve its goals. The performance of the organization will be better if effectiveness is implemented in it [39].

Empowering Leadership in Management Teams: Effects of Knowledge Sharing, Efficacy, and Performance

Empowering leadership in the workplace effects directly employees' performance in the workplace [40]. He also stated that the leader's behavior and team performance are related directly to each other. Thus, the two mechanisms are considered important and they are knowledge shared as a team process, and the team efficacy. The result of his study stated that empowering leadership have a positive effect on sharing knowledge of the employees and the team efficacy.

How to Empower Your Employees

Empowering employees in the workplace is an important concept which should be considered by both leaders and managers in the workplace. However, according to a study done by Okilo [41], he stated that the most important asset of the organization is how the manager or leader empowers their employee in the workplace. Thus, motivation and employee productivity will be low if the leader didn't empower his followers in the workplace. Thus, employee empowerment can be considered as an effective way to increase the employees' performance in the workplace. Moreover, it is the duty of the leader or the manager to provide the employees with the necessary tools and resources to be able to achieve success at their job [42].

Leader-Member Exchange Theory

This theory was created in 1970 and it was a main concern for many researchers in order to figure out a relationship between leaders, followers and organizational success [43]. The following figure will explain briefly the relationship between the leader and the followers in the workplace, as shown in figure 4.

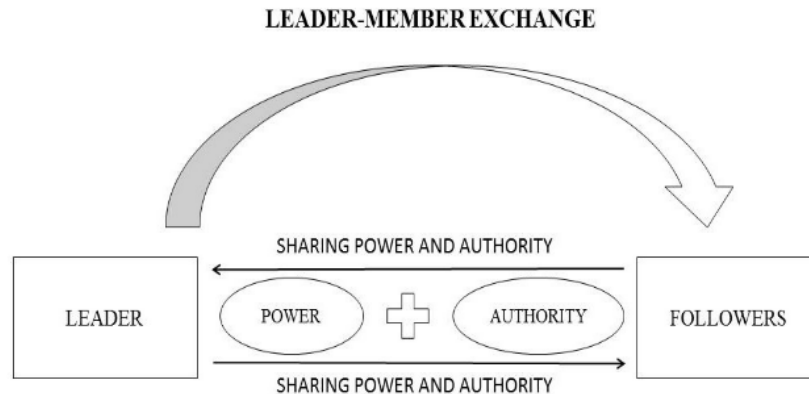


Figure 4. Leader Member Exchange [44]

Studies revealed that leaders who implement the LMX theory tends to have a high performance since in this theory leaders work on delegating tasks to their followers the thing which will boost their self-confidence and by that increasing the performance of the organization as a whole [45].

Empowerment Theory

The empowerment theory is based on the cognition of the individual in the workplace. This theory aims to show the importance of motivation on employees' performance, confidence, team spirit and job satisfaction in order to enhance their performance level in an effective and efficient manner in the workplace [46]. However, employees are empowered when they get the support from their leader, and by that they will be able to access easily the information of the organization since both have mutual goals to be achieved. Employee empowerment is considered as a key feature to boost the performance of employees in the workplace [47].

Job Characteristics Theory

Previous studies showed that this theory is a motivational theory which aims to empower employees and enhance their performance. It is the implementation of principles and procedures which aim to enlarge and enrich the job in the workplace [48]. However, studies showed that this theory is based on five main features including job autonomy, skill variety, feedback and task

identity and task significance. The mentioned features have a direct effect on the employees' motivation including job satisfaction and employee turnover [49].

Empowerment and its Impact on Employees Performance

The research will discuss in this part the influence of empowerment on workers' achievements in the institution. However, the study will also show the type of relationship between empowerment and employees' performance at work and tell whether it is a positive or a negative relationship. Empowerment can be defined as a managerial policy which strives to encourage staff at work through allowing the qualified workers the power so that they can take the necessary action solve problems and improve their achievements and outputs in the institution. The major objective of empowerment is to show the way by which jobs are performed so as to obtain a better performance and output. It is regarded as the internal potential of the institution whose objective is to supervise the employees' productivity, and through this supervising the organizational productivity. A study done by Rabey [50] stated that empowerment is used as a tool to overcome obstacles in the workplace throughout employing satisfied and qualified employees. It is considered as a major element to enhance the performance of the organization.

Impact of Empowerment on Employees Performance

There is a direct relationship between employee empowerment and participation at work and employee motivation. It strives to make employees participate in the process of making decisions to fulfill the organization's targets and objectives. However, motivating workers is the consequence of empowerment that participate in the development and growth of the organization. (Newton). The major goal from empowering workers is to guide them in a proper way to enable them to take the appropriate decisions by themselves without consulting the directors in the institution. Managers must make employees contribute in decision making process so as to increase contribution rate between workers, and by that enhancing motivation and improving the satisfaction level at work (Rabey). Sanderson [51] revealed that there is a direct relationship between motivation and empowerment in the workplace. Both aims to boost the employees' performance and to control the capacity of qualified workers. Employee empowerment aims to enhance the commitment level of the employees to their leader and by that enhancing organizational performance by increasing loyalty, commitment and satisfaction to the company they are working in. Empowerment qualified workers with great employees with authorities and power to direct other employees and take corrective procedures to improve the effectiveness of the institution. Thus, the following hypothesis can be drawn: H1: Empowerment is positively correlated to employees' performance in the workplace [52].

Impact of Motivation on Employee Performance

Motivation is very important and it must be recognized by supervisors and must be combined. Communication is regarded as being an important tool for motivating workers at work, considered one of the most important tools to motivate employees in the workplace, and it can be accomplished by implementing performance appraisals to encourage workers to fulfill the organization's targets in an effective and efficient manner. Workers will recognize their importance in the institution that they work in. Another policy that must be applied at work is training if training is applied properly and efficiently at work this will maximize the motivational standards between workers [53]. The major target of training is to recognize the talents of employees and try to develop them so as to improve their performance. As a result, forming training relationship is rated worthy of attention because the trained worker will be motivated to a great extent to achieve the targets of the company. Another strategy that can be applied at work is allowing workers to contribute in making decisions in the institution. The process of making employees participate in taking decisions may be recognized as a sort of indirect communication among supervisors and workers at work which in turn motivates them. Thus, the workers will recognize that they are important and appreciated in their institution, as shown in figure 5.



Figure 5. Motivation Effect on Employees Performance [54]

H2: Motivation is positively correlated to employees' performance in the workplace.

Job Satisfaction and its Impact on Employees Performance

The study will discuss in this section the influence of job satisfaction on the performance of workers in the institution. However, the study will also reveal whether there is a favorable or

unfavorable relationship between job satisfaction and employee's performance at work. Job satisfaction can be described as the degree of worker's contentment at work concerning his duties, and work conditions [55]. Job satisfaction has an immediate impact on the team's performance at work, if there is a high level of job satisfaction at work there will be a higher level of workers' performance, and by that the institution will be able to fulfill its targets and goals in a functional and dynamic manner. The majority of institutions attempt to meet the expectations and needs of their workers at work so as to keep them and reduce the rate of turnover. Thus, there are several elements that should be examined first so as to be able to satisfy employees, and they will be mentioned below:

- **Respect:** When there is respect among workers and supervisors, workers will be contented and satisfied and accordingly, their productivity will improve and by that they fulfill the organization's goals and objectives in a dynamic and efficient manner. Trust – Trust is the outcome of respect at work. If trust prevails at work, the workers are more likely to maximize their achievements at work thus improving their performance and productivity as well.
- **Security:** Workplace security is one of the major elements that can drive workers to job satisfaction at work. Workplace security can lead to minimizing the degree of tension and pressure at work, since workers realize that their work is secure. Thus, resulting in a desirable and favorable level of communication and openness among workers and the institution over a long period of time.
- **Healthy Environment:** providing employees good work conditions in the institution may result in a higher quality of performance and by that guaranteeing job satisfaction in the working environment encompasses a place where there is no fear, tension, prejudice and sexual harassment.
- **Career Path:** qualified workers are always trying to improve their professions at work, and for this reason their organization should provide them with the proper opportunities to improve their talent and qualifications at work. Each worker is trying to improve his talents to develop his career, because nobody needs a dead-end job in the institution.

Importance of Job Satisfaction

Lower Turnover: improving job satisfaction at work can be considered as one of the extremely remarkable procedures to keep workers and reduce the rate of workers' turnover at work. Turnover can be described as the ratio of employees that attempt to quit from the institution searching for a better opportunity in another company this may lead to the loss of competent workers and will produce overhead costs on the institution. Thus, job satisfaction can reduce the rate of staff's turnover in the institution [56].

Higher Productivity: Job satisfaction can maximize the performance of workers in the organization. Motivation and compensation benefits are significant procedures to be applied at

work to encourage obtaining job satisfaction between workers at work. This will result in a maximizing the output in order to achieve the organization's objectives in a dynamic and successful manner.

Increased Profits: satisfying the needs of employees at work can improve the productivity and as result it will maximize the rate of profits in the organization. When the need of an employee is satisfied, he will be motivated to improve his performance at work so as to achieve the objectives of the institution in an effective and efficient way.

Loyalty: Satisfied employees in the institution will be more committed to their institution. This will make the relationship among workers and their managers stronger depending on confidence, based on trust, clarity and loyalty Thus loyal and committed workers attempt to give a better productivity at work with a minimal rate of absenteeism.

Impact of Job Satisfaction on Employees Performance

Improving job satisfaction is fundamental to enhance productivity and improve achievements of the organization in general. Thus, there is an actual relationship between employees' performance and job satisfaction at work. The employees', who are highly satisfied, are the employees who are more likely to give higher performance at work. Effective and efficient human resources must concentrate on applying procedures to improve and attempt to keep talented workers to increase the organization's performance as a whole. Thus, when a worker is motivated, his productivity will maximize and he will try his best to fulfill the targets and objectives of the institution, as shown in figure 6.

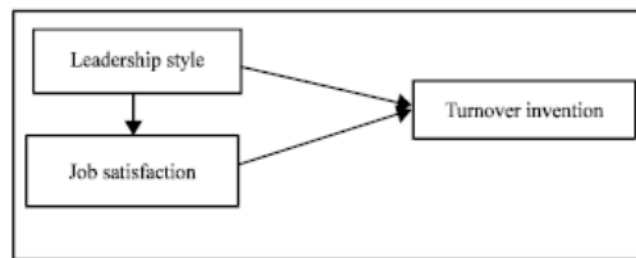


Figure 6. Job Satisfaction and its effect on Employees Performance [57]

H3: Job Satisfaction is positively correlated with employee's performance in the workplace.

Teamwork and its Impact on Employees Performance

The study in this section will discuss the effect of teamwork on performance of employees in the institution. However, the study will also explain whether relationship between teamwork and

employee's performance at work is positive or negative. One of the most significant elements for motivating workers at workplace is spreading team spirit at work and by doing this their productivity will increase. Team spirit can minimize unfavorable impressions at work, and support the relationship between employees and their managers on confidence and clarity basis. Team spirit is absent in institutions and it is highly required to apply this policy to stimulate workers and improve their productivity at work. However, in order to generate a successful team spirit, it must be built should on communication, confidence and clarity among the leader of the team and the workers at work. Motivating employees is essential at work so as to keep the high productivity of employees at work [58]. However, there are several ingredients that impact on motivating staff at work including pay, career opportunities and positive relationships with coworkers. However, it is significant for managers to realize the impact of communication at work and its influence on employee motivation, where in most cases, absence of communication is considered as the major cause that makes employees demotivated. Thus, it is strongly suggested to smooth effective communication in institutions to boost worker motivation and improve their productivity.

Teamwork and its Impact on Employees Performance

Working in teams improves the institutional effectiveness and productivity at work. Where every member of a team has a particular function in the framework of the organization that affect directly on the organization's performance as a whole. However, they will start to realize the value of their performance and their effectiveness on their fellows and on the institution as well. This will improve the feeling of responsibility between the members of the team and help the management flow and work better. Motivating teamwork at work will assist supervisors to assign workers in in their positions. The employee will feel himself appreciated within the group, and that he is deep-rooted in the organization and encourage the sense of ownership to his work for the company. They do not work only for the organization but also for the success of their team. Organized teamwork with orientation can enhance developing the skills of employees at work, thus benefiting from team a precious acquiring experience at work.

Teamwork is said to be effective in the institution when all the members of the team are participating together to fulfill a common target so as to enhance the productivity of the institution. Teamwork nowadays is considered as a significant part of the working environment in several firms since it attempts to enhance the qualification of the team when estimating a new worker. When estimating an applicant for employment, teamwork turns to be a valuable asset by which the applicant must have to be employed. Thus, it is essential for employees to work in a team in the workplace to increase productivity. However, a research study done by Dunkerley [59] revealed that the majority of employees acquire skill from the missions that include social interactions and team works. Leaderships are characterized by sympathy and unlimited confidence in which values are shared among the group. However, the team is also characterized

1 by meeting deadlines and achieving the goals and targets of the organization effectively and efficiently and by this, ensuring favorable outputs referring to a study done by [60]. Qualified workers attract the top management attention because each qualified employee tries his best to enhance the functioning of the institution effectively and efficiently, as shown in figure 7.



Figure 7. Teamwork and Communication and its effect on Leadership [61]

H4: Teamwork has a favorable impact on the employees' performance at work.

Data Collection

Data collection can be made by the researcher throughout distributing polls and questionnaires to answer the problem of the research and to validate the hypothesis. Throughout the data collection, the type of data collected and the methodology implemented should be classified by the researcher [62]. However, the data collection aims to find answers and solutions to the research problem by gathering information about the variables of the research. However, there are two types of data collection which will be implemented in the research, and they will be listed as follows:

- **Primary Data Collection Methods:** This type of data is collected by the researcher through the means of a questionnaires or interviews over a specific number of participants. The data is collected by the researcher when the research problem is unique, and there is no related research done about this problem to solve it. Thus, the results of such research are of high accuracy since the data are collected and analyzed directly by the researcher. Thus, in the research, the primary data method will be implemented through the means of distributing questionnaires among several participants to gather data and analyze them.

- **Secondary Data Collection Methods:** This method is implemented when the data is collected and analyzed by another research to solve a specific problem. It usually depends on previous researches done by researchers in order to solve a specific problem. However, the research will also include secondary data by mentioning theories about empowering leadership and its effect on employees' performance.

Methodology Used

Gathering data through the means of qualitative and quantitative techniques can be defined as methodology. The data collected will be analyzed using the SPSS statistical tool for hypothesis validation. The quantitative methodology can be collected through multiple choice questionnaires distributed among a population of 50 to 150 participants and analyze the collected data using the SPSS statistical tool. However, the qualitative methodology can be defined as a set of interview questionnaires which are distributed to a limited number of employees or managers to collected data.

Dependent Variable

The dependent variable is the variable which is affected directly by the independent variables. The dependent variable of the research is organizational performance. Organizational performance is affected directly by several factors including empowerment, commitment, motivation, job satisfaction and leadership in the workplace.

Independent Variables

The independent variables are the variables which have a direct effect on the dependent variable. The independent variables effect either positively or negatively the dependent variable. There are many independent variables in the research, and they will be explained as follows:

- Empowerment can be defined as a management practice of exchanging and sharing information between leaders, managers and employees in the workplace. It is the art of delegating authority and power to lower employees, the thing which gives them the sense of responsibility in decision making and enhance their skills. Empowerment has a direct impact on organizational performance. The main base of the idea of empowerment is based on enhancing employees' skills, authority and resources throughout providing opportunities in the workplace and makes them responsible for the outcomes of their actions.
- Motivation can be defined as an internal or external factor which pushes the employee to exert more effort in the workplace to enhance the productivity. The higher the motivation is, the higher the productivity will be, and by that enhancing performance as a whole. There are

several types of motivation which are intrinsic motivation and extrinsic motivation. Intrinsic motivation is the motivation which comes from inside the employee, and the extrinsic motivation is the motivation which comes from the working environment of the employees.

- Leadership is the act of motivating and influencing employees in the workplace in order to boost their productivity and maximize performance. Leadership styles have a direct impact on employees' productivity. The higher the leadership exists, the higher the productivity will be.
- Teamwork is a very important art of business which has a direct effect on the performance of the organization. Teamwork can be defined as a group of two or more members which have common skills which work together to achieve the objective of the organization.

Regression Analysis

Table 1. Empowerment is negatively correlated with employees' performance in the workplace

Model		Coefficients			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	-.040	.118		-.334	.039
	Empowerment	.787	.041	.891	19.417	.000

a. Dependent Variable: Performance

Referring to the above table 1 regression test the results were as follows. As P value was 0.00 less than 0.05 thus H-0 which explains that "Empowerment is negatively correlated with employees' performance in the workplace" is not validated, and H1-1 which reveals that "Empowerment is positively correlated with employee's performance in the workplace" is validated. Thus, there is a positive relation between employees' performance in the workplace and empowerment.

Table 2. Motivation is negatively correlated with employees' performance in the workplace

Model		Coefficients			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.449	.082		5.460	.001
	Motivation	.869	.038	.916	22.633	.000

a. Dependent Variable: Performance

Referring to the above table 2 regression test the results were as follows. As P value was 0.00 less than 0.05 this means that H-0 which proves that "Motivation is negatively correlated with

employees' performance in the workplace" is not validated, and H1-1 which states that "Motivation is positively correlated with employees' performance in the workplace" is validated. Thus, motivation and employee's performance are positively correlated.

Table 3. Job Satisfaction is positively correlated with employees' performance in the workplace

Coefficients						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.309	.061		5.060	.005
	Job Satisfaction	.796	.024	.958	32.878	.000

a. Dependent Variable: Performance

Referring to the above table 3 regression test the results were as follows. As P value was 0.000 less than 0.05 this means that H-0 which clarifies that "Job Satisfaction is positively correlated with employees' performance in the workplace" is rejected, and H1-1 which reveals that "Job Satisfaction is positively correlated with employees' performance in the workplace". Thus, there is a positive relationship between job satisfaction and employee's performance in the workplace.

Table 4. Teamwork is negatively correlated with employees' performance in the workplace

Coefficients						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.340	.078		4.372	.003
	Teamwork	.902	.036	.931	25.263	.000

a. Dependent Variable: Performance

Referring to the above table 4 regression test the results were as follows. As P value was 0.00 less than 0.05 that means H-0 which reveals that "Teamwork is negatively correlated with employees' performance in the workplace" is rejected, and H1-1 which states that "Teamwork is positively correlated with employees' performance in the workplace" is accepted. Thus, there is a positive relation between performance of employees in the workplace and teamwork.

2

Z-Test Value

The following test had been implemented to validate H1-0 taking figure twenty-one as a reference.

$$H1-0: P \leq 0.5$$

$$H1-1: P > 0.5$$

$$P = 0.75$$

$z = \frac{0.75-0.5}{\sqrt{0.5(1-0.5)/100}} = 0.25 / 0.05 = 5$. Since, Z is = 5 which is greater than 1.65, that means that H0 is not validated and H1 is validated.

H1-0 which clarifies that “Empowerment is negatively correlated with employees’ performance in the workplace” is not validated.

H1-1 which clarifies that “Empowerment is positively correlated with employees’ performance in the workplace” is validated.

The following test had been implemented to validate H2-0 taking Figure Eighteen as a reference.

$$H2-0: P \leq 0.5$$

$$H2-1: P > 0.5$$

$$P = 0.7$$

$z = \frac{0.7-0.5}{\sqrt{0.5(1-0.5)/100}} = 0.2 / 0.05 = 4$. Since, Z is = 4 which is greater than 1.65, that means that H0 is not validated.

H2-0 which clarifies that “Motivation is negatively correlated with employees’ performance in the workplace” is not validated.

H2-1 which clarifies that “Motivation is positively correlated with employees’ performance in the workplace” is validated.

The following test had been implemented to validate H3-0 with reference to figure eleven.

$$H3-0: P \leq 0.5$$

$$H3-1: P > 0.5$$

$$P = 0.8$$

$$z = \frac{0.8-0.5}{\sqrt{0.5(1-0.5)/100}} = 0.3/0.05 = 6.$$
 Since, Z is = 3 which is greater than 1.65, that means that H0 is rejected and accept H1.

H3-0 which clarify that “Job Satisfaction is negatively correlated with employees’ performance” is not validated.

H3-1 which clarify that “Job Satisfaction is positively correlated with employees’ performance” is validated.

The following test had been implemented to validate H4-0 taking Figure eight as a reference.

H4-0: $P \leq 0.5$

H4-1: $P > 0.5$

$P = 0.83$

$$z = \frac{0.83-0.5}{\sqrt{0.5(1-0.5)/100}} = 0.33/0.05 = 6.6.$$
 Since, Z is = 6.6 which is greater than 1.65, that means that H0 is rejected and accept H1.

H4-0 which reveals that “Teamwork is negatively correlated with employees’ performance in the workplace” is not validated.

H4-1 which states that “Teamwork is positively correlated with employees’ performance in the workplace” is validated.

Conclusion

The purpose of the research was to study the impact of leadership on the performance of employees in the organization throughout addressing several dependent and independent variables. The results showed that leadership and performance are positively correlated taking teamwork, empowerment and motivation as indicators. It is highly recommended by the human resources departments in the organization to implement reward systems in order to motivate employees and maximize their productivity in the workplace. In addition to that, the results of the research found a positive relationship between motivation, job satisfaction, leadership, teamwork and employees’ performance. The quantitative method was implemented to gather data from participants and analyze them using the SPSS to validate the results. Several methods were used to analyze the data including descriptive tools, Z-Test, Regression and Chi-Square Cross-Tabulations. Finally, it is highly recommended to implement leadership styles in the workplace to boost the performance of the organization through implementing motivational strategies and implementing trainings to enhance employees’ productivity.

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