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Proposing A Predictive Model for Assessing the Influence of Employee Empowerment on Organizational Performance

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Abstract: Embracing employee empowerment in the UAE Federal National Council is an absolute necessity for achieving outstanding organizational performance. By granting employees freedom to make decisions, take initiative, and contribute their unique perspectives, it can unleash untapped potential and drive the council towards unparalleled success. Hence, the use of a novel multi-linear regression model in this study is an important step forward in understanding the relationship between employee empowerment and organisational performance. Unlike prior research, which may have ignored essential components, this model incorporates the independent variables meaningfulness, self-determination, impact, and competence. It examines how employee empowerment affects overall organisational performance by taking these essential factors into account. This novel methodology paves the way for new insights and potential breakthroughs in optimising workforce potential and attaining outstanding organisational success. The study used 115 respondents from the employees of UAE Federal National Council Organization to develop the model using multi-linear regression approach. The establish model can be used to predict the performance of UAE Federal National Council Organization by inserting the parameters of the Employee Empowerment which are Meaning; Competence; Impact; and Self-determination. Hopefully, the outcomes of this research contribute to the community of UAE Federal National Council Organization.

Keywords: multi-linear regression model, UAE Federal National Council Organization

1. Introduction

Investing in employee training is crucial for businesses to succeed in a competitive market. While many studies have explored the relationship between employee empowerment and organizational performance in for-profit businesses, limited research has been conducted on government institutions in most countries (A.K, Sila et al., 2014; Alshuwairekh, 2016; Ariyanti et al., 2021; Nassazi, 2013). Understanding the impact of training and empowerment on government employees could lead to improved organizational outcomes in the public sector. Companies, including government agencies, face challenges in fulfilling their employee training objectives, leading to debates about the quality of training in various organizations worldwide, including federal councils in the United Arab Emirates. Underperformance in some government entities and parastatals is attributed to inadequate staff involvement, including training and other activities. The study highlights that organizational performance is crucial for achieving an organization's objectives, as supported by research (Samwel, 2018; Yao et al., 2020). Inadequate understanding of specific job responsibilities among employees is causing stress in companies. Unfortunately, these flaws are often

overlooked, leading to penalties, demotions, transfers, or dismissals, which further create social friction in the workplace. The researcher is interested in understanding the importance of training and its impact on productivity, but existing research has not yet provided a definitive answer to this question (Engetou, 2017; Mubasher et al., 2013; Nkpurukwe et al., 2020).

The primary objective of Human Resources in a company is to effectively manage staff members to promote employee confidence and improve productivity, job satisfaction, motivation, and organizational citizenship behaviour while reducing negative employee attitudes such as absenteeism and inappropriate workplace behaviour. Job satisfaction is linked to overall organizational performance and success. To motivate employees, firms should consider both monetary and non-monetary incentives, with non-monetary strategies like appreciation, recognition, job enrichment, participative management, and work-life balance being particularly effective during tough economic times, as supported by research (Baird et al., 2018; Bose, 2019; Jha et al., 2019). During times of business collapse, Employee Empowerment has been considered a preferred strategy in many firms, backed by research on American, Western European, and Asian companies (Idris et al., 2018; Kim et al., 2017). Management theorists define Employee Empowerment as a process that encourages both employees and managers to maximize their abilities and knowledge (AlKahtani et al., 2021). Empowered employees perform more efficiently and help the organization achieve its goals (Bose, 2019). In the turbulent conditions caused by Covid-19 in the UAE during 2019-2020, employee organizational performance became critical, leading firms to adopt non-monetary techniques, including Employee Empowerment, to maintain continuous employee effectiveness (Charles Mukwakungu et al., 2018).

Globalization has presented both opportunities and challenges for UAE firms competing globally. To gain a competitive advantage, these firms need to focus on technology innovation and empower their staff. Research has shown that empowerment significantly impacts organizational performance (Hirzel et al., 2017)). However, in the UAE, particularly in the public sector, there is minimal research on the relationship between empowerment and organizational success, with the focus mainly on institutions rather than the entire government (Dahou & Hacini, 2018). Therefore, this study introduces a novel multi-linear regression model that links Employee Empowerment to organizational performance. Unlike previous research, this model incorporates the combined use of meaningfulness, self-determination, influence, and competence as independent variables.

2. Employees' Empowerment Dimensions

Employee Empowerment has been the most desired alternative in many firms during times of business collapse, according to Idris et al., (2018). Their research on American and Western European companies was backed up by investigations conducted in Asia by Kim et al. (2017). Employee Empowerment, as defined by management theorists, is a process that encourages not just employees but also managed to make the most of their abilities and knowledge (AlKahtani et al. 2021). Employees who feel empowered perform more efficiently and assist the firm reach its ultimate goals, according to Bose et al. (2018). In the years 2019-2020, the UAE's turbulent conditions caused by Covid-19, were felt across the board in government organizations. Employee organizational performance becomes critical in such a setting, and firms strive to maintain continuous employee organizational performance through a variety of non-monetary techniques, including employee Empowerment (Mukwakungu et al., 2018).

Empowerment is defined as a rise in internal task motivation, manifested through four cognition dimensions (task evaluations) that indicate a person's strong focus on their work function (AlKahtani et al., 2021) as follow;

Meaningfulness refers to the intrinsic significance an individual perceives in a specific task, related to the value of the task's goal according to the individual's own value system, concepts, and standards. When an individual's beliefs, values, and behaviors align with the demands of their professional role, feelings of purpose and meaning arise. On the contrary, a lack of purpose can lead to indifference and disengagement, negatively impacting job motivation and organizational performance (Al-Omari et al., 2020).

Competence, also known as self-efficacy (Bandura, 1986), refers to an individual's ability to proficiently perform a specific job or activity when given the opportunity. It is essential that this competence is tailored to the individual's job, unlike self-respect, which is a general sense of efficacy. Self-efficacy, a concept from social cognition theory, has garnered significant interest among modern psychology academics, with substantial evidence showing a positive correlation between self-efficacy and work organizational performance (Abukhait et al., 2019). The study suggests four ways to enhance and encourage self-efficacy: job mastery, modelling, persuasion, and feedback. Additionally, factors like physiological and emotional well-being, which emphasize the development of psychological capital, play a helpful role in boosting self-efficacy. Examples of competence include individual mastery, agency beliefs, and anticipation of effort-organizational performance (Manzoor et al., 2019).

Impact refers to a person's ability to influence strategic, administrative, or operational outcomes at work and is the opposite of learned helplessness (Johennesse & Chou, 2017). Unlike the locus of control, which is a universal psychological feature, impact is determined by the employment context. Allowing employees to choose their tasks can lead to positive incentives (Abualoush et al., 2018). Impact and choice are two different perspectives on control, with the former relating to control over one's job and the latter to control within one's work. Research has shown that autonomy and choice are linked to psychological well-being (Chirkov et al., 2003). Organizational performance is an essential outcome of these concepts.

Self-determination, along with the other three dimensions, constitutes psychological empowerment, reflecting a positive self-orientation regarding one's employment function. According to (Kundu et al., 2019), empowerment is an employee's emotional state influenced by empowering structures, policies, and practices implemented by their supervisor or company. These four dimensions are considered vital in encouraging empowering behaviours, ultimately impacting goal achievement. In contrast, the absence of empowerment may lead to feelings of helplessness, hindering goal attainment. Table 1 provides a summary of the four dimensions/groups of employee empowerment factors.

Table 1 - List of employee empowerment dimension

Employee Empowerment dimensions	No. of factors	Sources
Meaning	5	(Adeniji et al., 2013), (Darrag et al., 2010)
Competence	5	(Hassan et al., 2013), Adeniji et. al. (2013)
Impact	5	(Hassan, et. al., 2013), (Anastasia et al., 2013)
Self-determination	5	(Wright & Mcmahan, 2011), (Mukhtar et al., 2012)

Table 1 show four dimensions of Employee Empowerment together with the numbers of factors in each of the dimension. These factors are as listed in table 2.

Table 2 - List of employee empowerment factors

Group	Factor Code	Description of factors
Meaning	MEA1	My education is relevant with the job role.
	MEA2	My work experience improved the performance of my organization.
	MEA3	My skills play vital role in performing my duty.
	MEA4	I am motivated to perform my duty diligently.
	MEA5	I execute my responsibility based on the instructions given by the management.
Competence	COM1	I have the ability to adapt to changes in my organization.
	COM2	I am always ready to learn and discuss about new idea in my organization.
	COM3	My readiness to develop my skills help in improving the organization.
	COM4	My readiness and ability to initiate action new idea plays vital role in the organization.
	COM5	My self-esteem helps in taking right decision in the role.
Self-Determination	SEL1	I participate in decision related to market orientation.
	SEL2	I have the freedom of executing my task.
	SEL3	I am always supported by my management in performing my responsibility
	SEL4	My organization always explained the strength and limitation in performing my task.
	SEL5	I participate in decision making process in my organization.
Impact	IMP1	I am always willing to be part of the organization.
	IMP2	I talk favourably about my organization.
	IMP3	I always strive to go beyond what is minimally required in my organization.
	IMP4	I enjoy and believe in what I do in my organization.
	IMP5	I feel valued for doing my task in my organization.

Table 2 shows 20 factors of the four Employee Empowerment dimensions. These factors were used in the questionnaire to gauge the influence on the organisation performance.

3. Organizational Performance

Organizations' cultural content varies in terms of the importance they place on beliefs, attitudes, and assumptions. Some businesses prioritize recruitment, training, pay administration, and organizational performance tracking, while others emphasize career development, goal-setting, and pay for performance to enhance staff productivity and client satisfaction, fostering a high-performance culture (Zhang et al., 2019). Organizational performance is a multifaceted concept that measures how well a business achieves its goals for various stakeholders, incorporating economic, social, and operational dimensions (Taamneh et al., 2018). HRM outcomes significantly influence a company's performance, and aligning HRM policy and company strategy to enhance abilities, attitudes, and behavior is crucial (Notanubun et al., 2019). Measuring organizational performance involves both achieved results and the methods used to attain them, often relying on key performance indicators (KPIs) tied to financial results and productivity (Goldberg et al., 2019). It encompasses financial and product-market performance indicators like profits, market share, and total shareholder

return (Zhang et al., 2019). Hence, the Organizational performance the number of attributes and its reference are as table 3.

Table 3 - Number and sources of organizational performance attributes

Variables	No. of attributes	Sources
Organizational performance	5	((Borkowski et al., 2011)), ((Redmond, 2010)), ((Corpuz, 2006)), ((Lim & Ling, 2012)).

Table 3 displays Organizational performance dimensions along with the corresponding number of attributes within each dimension. These factors are detailed in table 4.

Table 4 - List of organizational performance attributes

Group	Factor Code	Description of attributes
Organizational	ORG1	Productivity of employees is much higher than industry average.
Performance	ORG2	Employees' trust into leadership is high.
of Federal	ORG3	Employees feel very committed to the organization.
National	ORG4	There are no cases in our organization of people leaving for internal reasons.
Council UAE	ORG5	Value added per employee in our organization is well above average.

Table 4 shows 5 attributes or characteristics of organisational performance dimension used in the questionnaire to collected data for this study.

4. Demographic Analysis of Respondents

The sample size of 115 participants was determined using Kreijie & Morgan's (1970) recommendation to ensure the study findings can be generalized to the population of 115 workers. This purposeful sampling technique was chosen to gain insights into the views of operations staff in the research. Therefore, a total of 115 questionnaires were distributed and collected to the employees working in the UAE Federal National Council. The demography of the respondents is as in table 5.

Table 5 - Demographic information of respondents

Characteristic	Category	Frequency	Percent %
Gender	Male	70	60.9
	Female	45	39.1
	Total	**115**	**100.0**
Age	20-25	22	19.1
	26-30	23	23.8
	31-35	55	47.6
	Above 35	15	9.6
	Total	**115**	**100.0**
Nationality	Emirati	61	53.0
	Non-Emirati	54	47.6
	Total	**115**	**100.0**
Married status	Married	51	44.2
	Single	64	55.8
	Total	**115**	**100.0**
Educational level	Higher School	10	8.7
	Diploma	31	26.9
	Degree	57	49.3
	Master	16	14.4
	PhD	1	.2
	Total	**115**	**100.0**

In Table 5, an overview of the respondents' demographics is presented. The study included a total of 60.9% male and 39.1% female participants. Regarding age, 9.6% of respondents were above 35 years old, 19.1% were between 20 and 25 years old, and 32.8% were between 26 and 30 years old. Most respondents, comprising 47.6% of the sample, fell within the 31 to 35 age range. The distribution of respondents' nationalities indicated that 47.6% were natives of the United Arab Emirates, 25.1% from Asia, 5.6% from North and South America, 3.8% from Australia and Africa, and 5.6% from Europe. In terms of marital status, 55.8% of respondents reported being married, while 44.2% were single. Among the respondents, 49.3% held bachelor's degrees as their highest level of education, followed by those with diplomas (26.7%), master's degrees (14.4%), high school diplomas (8.7%), and a small percentage with PhDs (0.2%)

5. Data Screening

Data screening or data profiling, refers to the process of examining and understanding the fundamental characteristics and properties of a dataset. Its main objective is to gain insights characteristic of the data.

5.1 Reliability Test

A reliability test is to evaluate the consistency, stability, and dependability of the questionnaire. It is to establish how well a measurement equipment delivers consistent and trustworthy data when used repeatedly on the same people or on different occasions. Result of the reliability test for this study is as in table 6

Table 6 - Reliability statistics

Cronbach's Alpha	N of Items
.873	25

Table 6 presents the Cronbach's Alpha value as a measure of internal consistency. Cronbach's Alpha value ranges from 0 to 1, where higher values indicate better internal consistency. In this case, the calculated Cronbach's Alpha is 0.873, which is a very high value close to 1. This indicates that the items in the scale are highly correlated with each other, indicating a high level of internal consistency.

5.2 Descriptive Analysis

Descriptive analysis is to characterise the key features of a dataset. Descriptive analysis is often one of the first steps in data analysis and research since it gives researchers and analysts with a clear knowledge of the data's properties and patterns. The results of descriptive analysis are as table 7.

Table 7 - Descriptive statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
MEA1	115	3	5	4.91	.299	-1.094	.122	5.752	.244
MEA2	115	3	5	4.86	.355	-1.242	.122	3.640	.244
MEA3	115	3	5	4.83	.386	-1.065	.122	3.092	.244
MEA4	115	3	5	4.82	.415	-1.204	.122	4.157	.244
MEA5	115	3	5	4.82	.419	-1.146	.122	3.867	.244
COM1	115	3	5	4.87	.369	-1.755	.122	5.241	.244
COM2	115	3	5	4.84	.390	-1.206	.122	3.973	.244
COM3	115	3	5	4.85	.390	-1.608	.122	6.386	.244
COM4	115	3	5	4.80	.428	-1.011	.122	3.217	.244
COM5	115	3	5	4.81	.440	-1.285	.122	4.629	.244
SEL1	115	3	5	4.88	.341	-1.715	.122	6.667	.244
SEL2	115	3	5	4.84	.388	-1.237	.122	4.136	.244
SEL3	115	3	5	4.83	.398	-1.086	.122	3.379	.244

SEL4	115	3	5	4.81	.408	-1.779	.122	1.833	.244
SEL4	115	3	5	4.81	.406	-1.803	.122	1.930	.244
IMP1	115	3	5	4.87	.349	-1.584	.122	5.867	.244
IMP2	115	3	5	4.83	.388	-1.037	.122	2.957	.244
IMP3	115	3	5	4.83	.388	-1.037	.122	2.957	.244
IMP4	115	3	5	4.81	.402	-1.852	.122	2.133	.244
IMP5	115	3	5	4.84	.377	-1.186	.122	3.681	.244
ORG1	115	3	5	4.82	.405	-1.003	.122	2.983	.244
ORG2	115	3	5	4.88	.344	-1.670	.122	6.388	.244
ORG3	115	3	5	4.86	.365	-1.353	.122	4.553	.244
ORG4	115	3	5	4.83	.392	-1.981	.122	2.702	.244
ORG5	115	3	5	4.82	.394	-1.954	.122	2.580	.244
Valid N (listwise)	115								

This table 7 presents the 115 data points for each variable listed. It provided with the descriptive statistics of Minimum; Maximum; Mean; Std. Deviation; Skewness; and Kurtosis. According to Hair et al. (2010) and Bryne (2010) that data is normal if skewness is between - 2 to +2 and kurtosis is between - 7 to +7.

6. Multi Linear Regression Model

In Multi Linear Regression Model, it establishes a relationship between a dependent variable and two or more independent variables. It intends to get the best-fitting linear equation that predicts the values of the dependent variable based on the values of the independent variables. This allows the assessment of the individual and combined effects of the predictors on the outcome. Table 8 show the model fitness level.

Table 8 - Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.898ª	.806	.794	.144

a. Predictors: (Constant), Meaning, Competence, Impact, Self-determination

Table 6 is the model indicates the overall performance and fit of the regression model. The correlation coefficient (R) represents the strength and direction of the linear relationship between the predicted values and the actual values of the dependent variable. In this case, the R value is 0.898, indicating a strong positive linear relationship between the predicted values and the actual values. Finally, table 9 is the outcomes of the multi linear regression for this study.

Table 9 - Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	.642	.294		2.186	.029		
	MEA	.265	.068	.202	3.888	.000	.609	1.641
	COM	.199	.054	.187	3.659	.000	.629	1.589
	IMP	.158	.060	.138	2.628	.009	.601	1.663
	SEL	.237	.050	.234	4.742	.000	.675	1.482

a. Dependent Variable: OP

Table 9 displays the results of a regression analysis aiming to predict the dependent variable OP based on four independent variables: MEA; COM; IMP; and SEL. Values in the unstandardized coefficients column is also the regression coefficients values which indicating the expected change in OP for a one-unit change in each corresponding independent variable while holding the other predictors constant. Hence, the multi regression equation can be establish from unstandardized coefficients is as follow;

$$OP = 0.642 + 0.265MEA + 0.199COM + 0.158IMP + 0.237SEL \ldots\ldots.. \qquad (1)$$

The significance of the corresponding predictor is shown by higher absolute t-values. If t-value is more than 1.984, the coefficient is statistically significant. The p-values are corresponded to the t-values. Lower p-values (usually less than 0.05) indicate that the corresponding coefficients are statistically significant predictors of OP. Hence, this equation 1 can be applied to measure the organisational performance (OP) in UAE Federal National Council Organizational Performance by inserting the four variables' values of Employee Empowerment dimensions.

7. Conclusion

This study was carried out to formulate a prediction multi-linear regression model of Employees Empowerment on UAE Federal National Council Organizational Performance. data was collected through a questionnaire survey amongst the employee of UAE Federal National Council Organizational Performance. A total of 115 completed questionnaire sets were used to formulate the equation model. It was found that the multi linear regression equation model attained 0.873 degree of fitness which is considered excellent. This equation model can be applied to measure the organisational performance (OP) in UAE Federal National Council Organization by inserting the four variables' values of Employee Empowerment dimensions to the equation model.

The outcomes of this study not only advance our understanding of the relationship between Employee Empowerment and Organizational Performance but also hold significant implications for the industry. By successfully developing a robust multi-linear regression model with a high degree of fitness (0.873), this research offers a practical tool that can be utilized to assess and predict Organizational Performance in the context of the UAE Federal National Council. This model, which incorporates Employee Empowerment dimensions, provides a quantitative framework for decision-making and performance evaluation within the organization.

Moreover, the insights derived from this study contribute to the broader body of knowledge in the fields of employee empowerment, organizational performance, and regression modelling. This research not only sheds light on the specific dynamics within the UAE Federal National Council but also offers valuable insights that can be applied to similar organizational contexts in different industries. By bridging the gap between theory and practice, these findings can inform strategic decisions aimed at enhancing organizational effectiveness, employee engagement, and overall performance. In essence, the study's contributions extend beyond academia and are poised to have a tangible impact on the UAE Federal National Council as well as the wider industry landscape. The developed regression model and the insights gained have the potential to guide evidence-based strategies that foster both employee empowerment and organizational success, thereby creating a more dynamic and thriving work environment.

Acknowledgement

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