

The Role of Empowerment in Enhancing Employee Loyalty: A Field Study at Al Isra College University of Iraq y

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” دور التمكين في تعزيز ولاء الموظفين : دراسة ميدانية في كلية الإسرائء

في العراق ”

المدرس الدكتور

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وزارة التعليم العالي والبحث العلمي / دائرة البعثات والعلاقات الثقافية

ABSTRACT:-

Today, the world is witnessing fierce competition in various fields. This competition depends on the level of technology used, the level of efficiency and capabilities of the personnel involved and the extent of their potential in the level of competition. Human resources contribute effectively to the process of development because of the effective human resources, which is one of the pillars of the institutions in higher education contributes personnel working in a large contribution in various fields of science and other areas. This study focused on the extent of the influence of the loyalty of the workers on the level and abilities of the workers in their work and the extent of the reflection and the role of empowerment in enhancing loyalty to the employees. Therefore, this study included two main variables: empowerment and loyalty of employees. The questionnaire was adopted as a major source of data collection through a sample from employees in of the Al Isra College University Where a random sample was taken. The data were analyzed through the Structured Equation Model (SEM) version 23 by the AMOS Statistical Program. The results show a strong correlation between empathy and active loyalty of statistical significance Empowerment also affects the loyalty of employees with statistical significance.

Keywords: empowerment, employee loyalty, Structured Equation Model (SEM)

الملخص:

يشهد العالم اليوم منافسة شديدة في مختلف المجالات حيث تعتمد هذه المنافسة على مستوى التكنولوجيا المستخدمة ومستوى كفاءة وقابليات الافراد العاملين ومدى طاقاتهم في مستوى المنافسة. تساهم الطاقات البشرية مساهمة فعالة في عملية التطوير لما تضم من موارد بشرية فعالة والتي تعتبر احد الركائز الاساسية في المؤسسات فقي التعليم العالي يساهم الافراد العاملون فيه مساهمة كبير في مختلف المجالات العلمية والمجالات الاخرى. ركزت هذه الدراسة على مدى تأثير ولاء العاملين على مستوى وقدرات العاملين في عملهم ومدى انعكاسه كذلك دور التمكين في تعزيز الولاء للعاملين لذا تضمنت هذه الدراسة متغيرين اساسيين التمكين و ولاء العاملين. تم اعتماد الاستبانة كمصدر رئيسي في جمع البيانات من خلال توزيعها على عينة من العاملين في كلية الاسراء الجامعة حيث تم اخذ عينة عشوائية. تم تحليل البيانات من خلال برنامج نموذج المعادلة المهيكل اصدار ٢٣ من خلال البرنامج الاحصائي AMOS النتائج توضح وجود علاقة قوية بين التمكين و الولاء العاملين ذات دلالة احصائية كذلك ان التمكين يؤثر على ولاء العاملين تأثير ذات دلالة احصائية.

الكلمات المفتاحية: التمكين، ولاء العاملين، نموذج المعادلة المهيكل (SEM).

1.1 Introduction:

Higher education is very important because of the human resources and enormous human potentials and competencies contribute to the process of growth and development in various fields of science and theory, Therefore, the higher education sector should be highlighted, and the education sector should contribute effectively to education. The administrative work is one of the basic elements in the organization because it has a big role in its success as the administrative work depends on the employees and the extent of their loyalty and loyalty and performance in the work, Defined loyalty by Encyclopedia Britannica (1998) that the dedication of people in their work and dedication to the faithful, which drives them do their job well that any internal force pushing workers towards achieving the goals of the organization. Employee loyalty is the behavior of citizenship in the direction of reversing a positive image of the organization by enhancing the capabilities of the workers in the direction of developing the work of the organization (Bentten Court, Gwinner and Meuter, 2001). Employee loyalty is a key element in the organization because it directly or indirectly contributes to the promotion of the workers' efforts towards achieving the goals of the organization In the field of higher education, the contribution of loyal workers effective and significant contribution to the achievement of being considered an important factor. This study examines the relationship between empowerment and loyalty of workers.

2.1 Literature Review

This field includes a detailed explanation of both empowerment and employee loyalty as shown:

2.2 Employees Empowerment

According to Hales and Klidas (1998) explained the relationship and aspects related to empowerment, where the mechanism to give the knowledge and facts and power to colleagues to be able to perform work with high accuracy. One of the most important things that involves empowerment is to give employees the freedom to practice their careers in making decisions that are within the specific competencies through which work is organized towards achieving goals (Carless, 2004; Hass, 2010). The concept of giving power to the task-seeker, who has repeatedly sought freedom in their field of work, is considered in different places and according to (Lewin, 1951) where he pointed to the combination of two categories of work in a planned operation. According to (Herzberg, Mausner et al., 1959; Herzberg, 1968) where the convention was to improve the nature and quality of work. In addition, several studies have shown that enabling the workers in their studies to be one of the most important elements in the motivation, so it is important in the process of motivation for what contributes to it, and has been defined as a fundamental essential task (e.g., Conger & Kanungo, 1988; Thomas & Velthouse, 1990) Or that the empowerment of workers is a reflection of individuals in an appropriate or appropriate environment (Zimmerman, 1990). There are also many studies that have shown or known that empowerment in the career structure is the authority transmission (e.g., Burke, 1986; Kanter, 1977). Empowerment is to strengthen individuals working in their work autonomy and increase commitment to decision-making in the organization (Wall et al, 2004). Empowerment is an opportunity for individuals to be able to make a decision in their field through that opportunity (Vogt, 1997). Through what has been shown in the previous studies that empowerment gives authority to the workers in decision-making is also a catalyst for the workers in the completion of their work efficiently.

2.3 Employees loyalty

Can be defined as the loyalty of workers feeling that workers or their tendency in association or organization commitment towards the organization (Guillon & Cezanne, 2014). Employee loyalty is also recognized as a phenomenon that is reflected in the survival of employees in their work for as long as possible without reluctance to search for or review external work offers (Guillon & Cezanne, 2014). It is also a phenomenon that is reflected in the integration of loyalty and a strong desire to continue working in the Organization (Turkyilmaz et al., 2011), The organization requires staff to invest high levels of understanding to achieve organizational goals (Becker, Randal & Riegel, 1995 after Turkyilmaz et al., 2011), or even a willingness to work late (Guillon & Cezanne, 2014). ,Stand up and live in the values and vision of the organization (Davis, 2015; Durking, 2007), Companies are often aware that loyal employees who make a great effort at work are loyal, so companies are happy on the contrary (Durkin, 2007). Employee loyalty is one of the values of the organization (Guillon & Cezanne, 2014) It is through high levels by effort and contribution, better service, increasing shareholder value, and lower turnover rates (see Davis, 2015; Durkin, 2007; Duboff & Heaton, 1999; Guillon & Cezanne, 2014; Ibrahim & Al Falasi, 2014; Silvestro, 2002)

3.1 Statement of problem

Higher education is one of the important sectors as it contributes to the development process in addition to developing individual capabilities. Higher education in the private sector is also very competitive in terms of scientific and theoretical fields. This sector is based on the individuals working in it and on the skills and expertise they possess which contribute to the process of development and development, enabling the workers to have a great influence in this field This

is because empowerment is a fundamental incentive for employees .this study focused on the study of the relationship and influence between the empowerment and loyalty of employees at the University College Isra of iraq.

4.1 Hypothesis and objectives of study

This study included main hypotheses as shown below:

- There was a relationship between empowerment and loyalty of employees.

The main objective of the research or study is the following:

- To study the relationship between empowerment and employees loyalty in the University College Isra of iraq.
- To measure the effect of empowerment on employees loyalty

5.1 Instrument and measures

Data were collected through a quantitative survey from employees working in Al Isra College, University of Iraq, by distributed questionnaires where the questionnaires were adopted from previous studies and modified ,The item of the questionnaire on the empowerment measured were through (8) items was adopted from (Hayes,1994) while the loyalty of employees measured by (16) items was adopted from(Iqbal et al. (2015)). The participants could respond to each item using a five-point Likert-type scale (ranging from 1 “strongly disagree” to 5 “strongly agree”). The questionnaire was distributed for getting response among various types of employees as Al Isra College, University of Iraq .Where questionnaires were distributed to the employees and 192 collected and valid for analysis Questionnaire table 1,2 below explain sample of study.

TABLE (1) : Frequency Table age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than - 30	42	21.9	21.9	21.9
	between 31 - 40	92	47.9	47.9	69.8
	between 41 - 50	41	21.4	21.4	91.1
	60 - above	17	8.9	8.9	100.0
	Total	192	100.0	100.0	

TABLE (2) : Frequency Table for gander

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	90	46.9	46.9	46.9
	female	102	53.1	53.1	100.0
	Total	192	100.0	100.0	

6.1 Data Analysis and Results

When the measures theory or less reliable It would be better to use two phases estimation (Hair et al., 2009). Note that some of the measures selected were not yet established in a two-stage approach or approach Structural Equation Modelling (SEM) was used. Where the first stage refers to the access to the measurement model to assess the quality of the elements of measurement and also in the second stage to test the structural model and the relationship between constructs.

6.2 Reliability Analysis

The results of analysis shows that the cronbach"s alpha for all the scales were greater than 0.7 which is enough for the

acceptable level, as the recommended value is 0.5 by Nunnally (1970) and 0.60 by Moss et al. (1990). It shows that all the 12 items were reliable As shown in the table below:

Table (3): Reliability Analysis

Variables	Items	cronbach"s alpha
Empowerment	8	0.90
loyalty of employees	4	0.73

6.3 Measurement Model

This study consists of two structures with the measurement model, which were evaluated using the confirmation factor. The natural model fit the model used indicators the root mean square error of approximation (RAMSEA), chi-square (CMIN/df), Tucker Lewis Index (TLI), Tucker Lewis Index (TLI), adjusted goodness-of-fit (AGFI), goodness-of-fit index (GFI) and comparative fit index (CFI) Serving others was the first tested variable (Fig. 1).

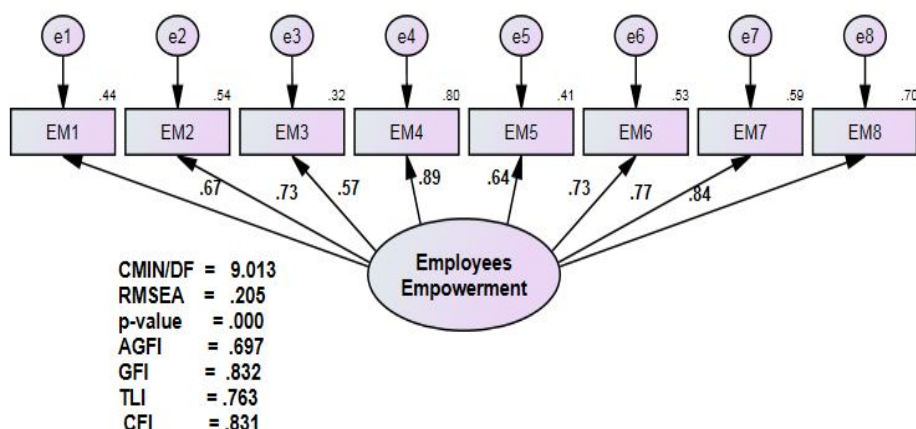


Figure (1): Measurement Model For Employees Empowerment

While most of the indicators shown in figure (1) are not identical, they are not acceptable like (CFI,TLI,AGFI) LESS than (0.90) but factor loading for items (EM1,EM2,EM3,EM4,EM5,EM6,EM7,EM8) is acceptable range more than (0.50). They were therefore the model was re-tested again based on table (2) below.

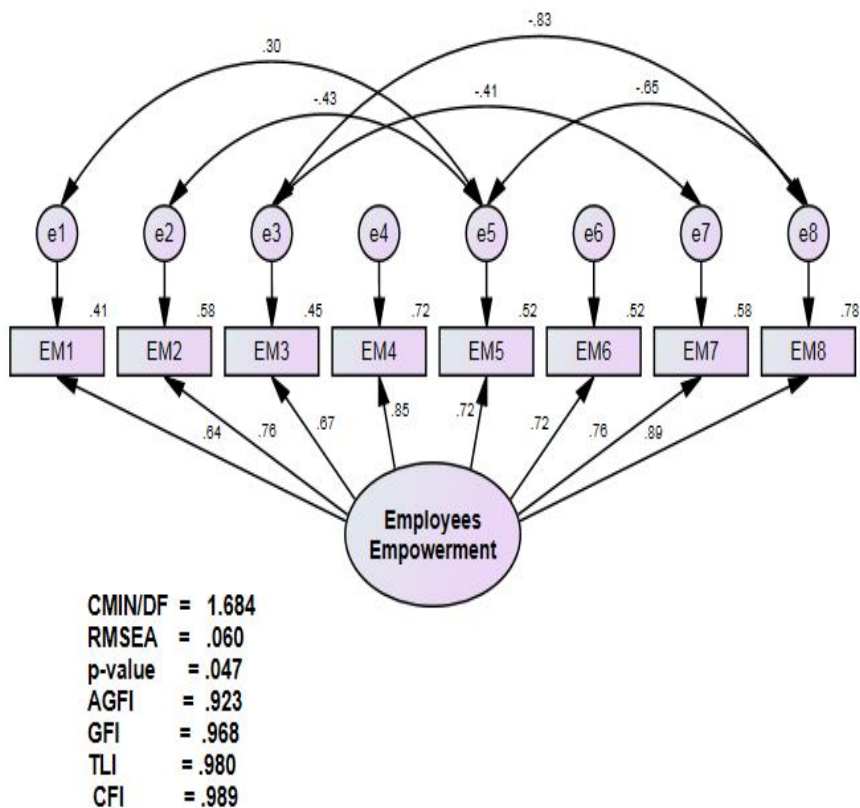


Figure (2): Measurement Model For Employees Empowerment Modification

TABLE (4) : Assessment of Goodness of Fit

Types of constructs	Cut-off
Chi-square (χ^2)	Smaller to 0
Degree of freedom (df)	
Probability (P)	≥ 0.05
CMIN/df	$\leq 2-5$
Goodness of fit index (GFI)	≥ 0.90
Adjusted goodness of fit index (AGFI)	≥ 0.90
Comparative fit index (CFI)	≥ 0.95
Root mean squared error of approximation (RMSEA)	≤ 0.08

Source: Hair et al. (1998, 2010), Byrne (2001, 2010), and Ernest et al. (2008).

As shown in Figure (2) indicating that the normal Chi-square value (1.684) is less than 3. The RAMSEA is (0.060) also less than 0.08. These values indicate that all model values are good and suitable. In addition we note that the rest of the indicators are all acceptable according to standards and rang like (CFI,TLI,AGFI, p-value, RMSEA), $\chi^2 / df < 3$, $AGFI > 0.9$, $GFI > 0.9$, $RMSEA < 0.08$, $CFI > 0.9$ (Bagozzi & Yi, 1988; Jöreskog & Sörbom, 1992) That is mean all indicating of model is good and acceptable. In addition, the standardized factor loadings for all items are more than 0.50.the model is good according table (4) above.

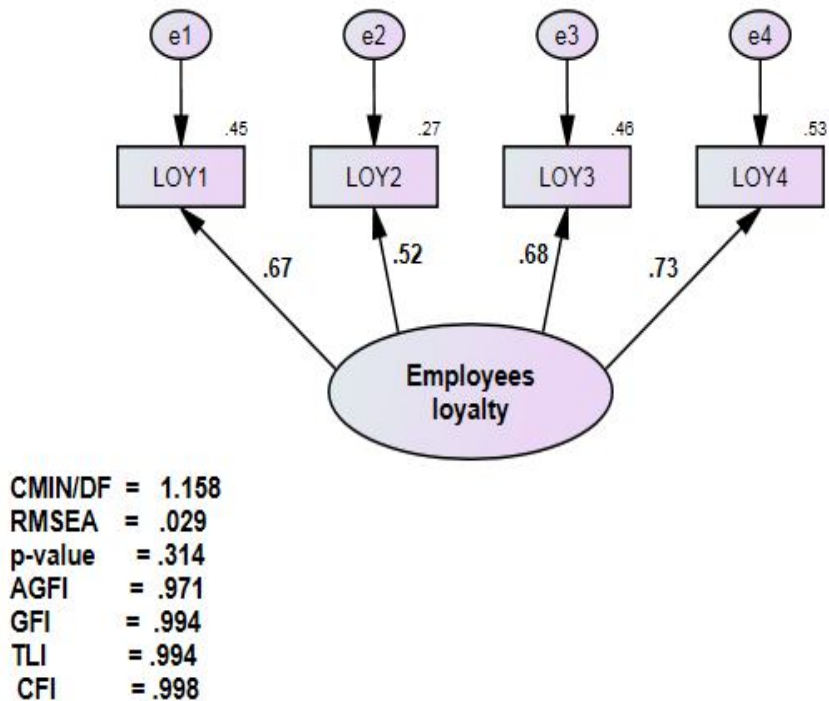


Figure (3): Measurement Model For Employees loyalty

As shown in Figure (3) measurement model for employees loyalty indicating that the normal Chi-square value (0.882) is less than 3 .The RAMSEA value (0.000)is also less than 0.08. These values indicate that all model values are good and suitable. In addition we note that the rest of the indicators are all acceptable according to standards and rang like (CFI,TLI,AGFI, RMSEA). In addition, the standardized factor loadings for all items are more than 0.50 according table (3) above the model is good value.

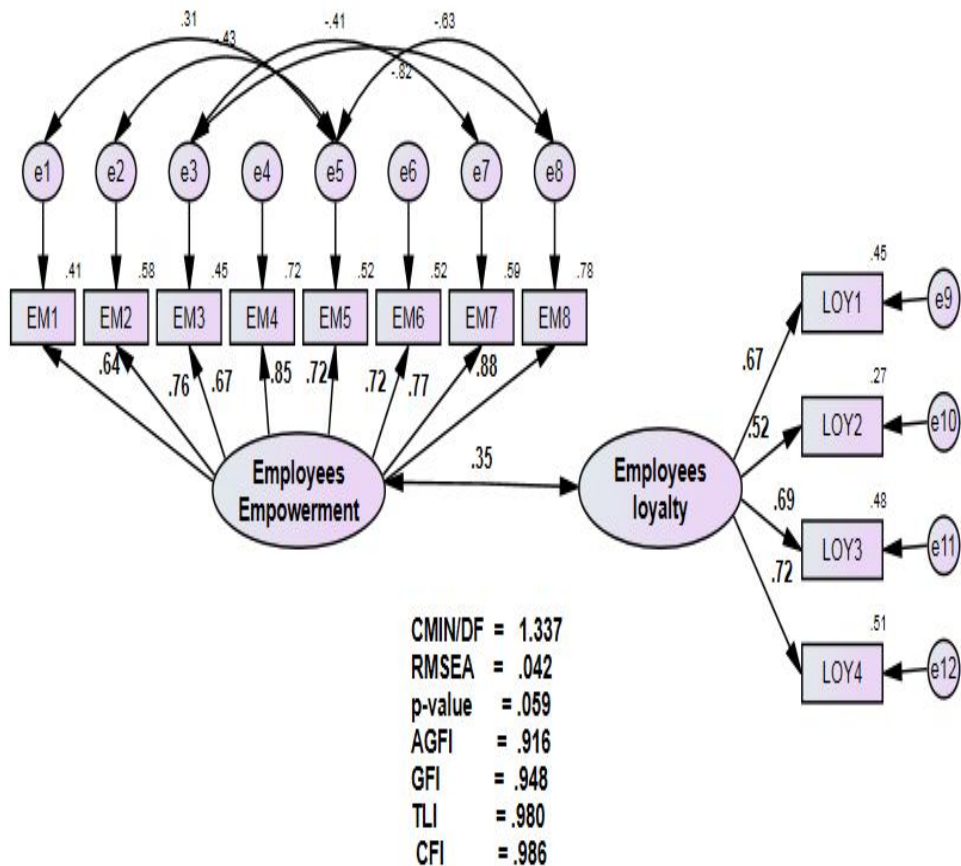


Figure (4): MEASUREMENT MODEL

As shown in Figure (4) measurement model for employees empowerment and employees loyalty indicating that the normal Chi-square value (1.337) is less than (3).The RAMSEA value (0.042) is also less than 0.08 and below 3 show a good model fit (Ghasemi, 2010). These values indicate that all model values are good and suitable. In addition we note that the rest of the indicators are all acceptable according to standards and rang

like (CFI,TLI,AGFI, RMSEA) where TLI (0.980), GFI (0.948), CFI (0.986) but AGFI (0.916). In addition, the standardized factor loadings for all items are more than 0.50.the model is good value according to table (4) the model is acceptable .

6.4 Structural model

shown in Figure (5) The result of the uncertainty factor is that the structural model is stable and all indications are good and acceptable where TLI (0.980), GFI (0.948), CFI (0.986) and AGFI (0.916) and Chi-square value (1.337) and RAMSEA value (0.042) the model value is acceptable according to table (4) . It is clear that there is a strong relationship with significant statistical effect between employees empowerment and employees loyalty as shown in Figure (5):

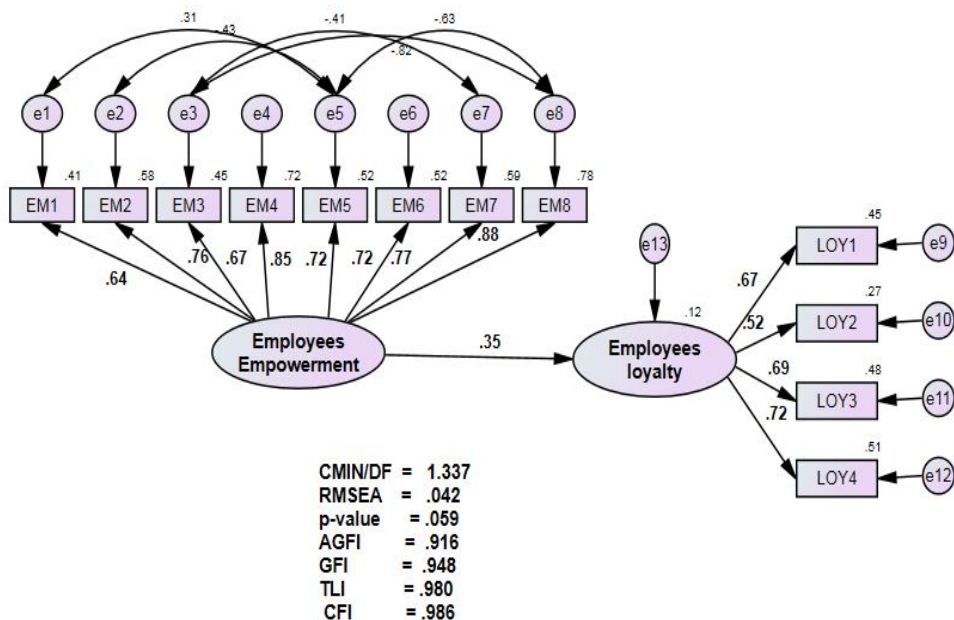


Figure (5): The structural model for employees empowerment and employees loyalty

Table (5): The Regression Weights And Its Significance Value

		construct	Standardized beta estimate	P	result
Employees loyalty	<---	Employees Empowerment	0.352	0.000	Significant

TABLE (5) : Standardized Regression Weights**Standardized Regression Weights: (Group number 1 - Default model)**

			Estimate
Employees_loyalty	<---	Employees_Empowerment	.352
EM4	<---	Employees_Empowerment	.847
EM5	<---	Employees_Empowerment	.718
LOY1	<---	Employees_loyalty	.668
LOY2	<---	Employees_loyalty	.520
LOY3	<---	Employees_loyalty	.690
LOY4	<---	Employees_loyalty	.716
EM6	<---	Employees_Empowerment	.720
EM3	<---	Employees_Empowerment	.673
EM2	<---	Employees_Empowerment	.764
EM1	<---	Employees_Empowerment	.640
EM7	<---	Employees_Empowerment	.766
EM8	<---	Employees_Empowerment	.883

Conclusion

The results show that there is a strong statistical relationship between empowerment and working allegiance. In addition, empowerment affects loyalty with statistical significance, so it can play a major role in enhancing the loyalty of employees in their work and in raising their level of performance and their level of development. Towards achieving the objectives of the Organization. Therefore, it is considered one of the cornerstones in enhancing the role of loyalty to employees

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