

# Active Role of Enabling Leadership in Improving Workers' Performance

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**Abstract:** *This study aim to bring to the attention of those who are relevant and to familiarise them with the function of enabling leadership as a model of contemporary leadership. This is due to the fact that this style of leadership has a beneficial effect on the productivity of the workers at the company in question. The leader who empowers others listens to the concerns of those under him or her, shows empathy for those concerns, participates in decision - making, and puts the subordinates' requirements ahead of his own. The reason of this study is to introduce the attention of those who are relevant and to familiarise them with the function of enabling leadership as a model of contemporary leadership. This is due to the fact that this style of leadership has a beneficial effect on the productivity of the workers at the company in question. A sample of 100 leaders, department heads, and public officials was chosen. In light of the data, the researcher has drawn the following conclusions: An empowering leadership orientation is one of the greatest trends since it is a new pattern based on good concepts and principles that produce a manner of working that makes a leader someone who helps subordinates by winning their trust and aiding them in accomplishing their goals, rather than a person who controls their capabilities. In addition to allowing driving components in the sample in question, there is a high connection between the research company's two variables (independent and affiliated). The study made several recommendations, including the need to adopt the concepts of empowerment leadership as a new philosophy that seeks to empower subordinates to achieve the organization's objectives, to promote management concepts among employees associated with the performance of their duties in general and the concepts of leadership patterns in particular, and to prepare for all pressures and problems of working.*

**Keywords:** servant leadership, employee performance, Ibn Majid Public Company

## 1. Introduction

The duties of leaders have evolved drastically over the last five years; many effective leaders have altered their methods of working, by committing, engaging with employees, and shifting from the group's position to its periphery. They try to comprehend the human behaviour of people in order to steer it towards the organization's objectives. As a result, Successful leadership that develops the spirit of collaboration and teamwork among employees recognizes the need of improving worker morale, understanding their desires, and accomplishing the task given to them in order to reach the Group's ultimate goals. By engaging in decision - making, offering assistance, and aiding them in growing and achieving, empowerment leadership is also vital in creating trust among subordinates inside the research firm.

The researcher utilized a three - section questionnaire based on the analytical descriptive curriculum; the first section on researchers' personal data, the second section on enabling leadership with its dimensions represented by (enhancing the meaning of work, improving the opportunity to participate in decision - making, confidence in high performance, and providing independence), and the third section on employee performance measured by the variables listed below (job satisfaction, creativity, absence, productivity) Using Statistical Software (SPSS), the researchers analyzed the collected data to provide conclusions and hypotheses. The problem with the study is that the researchers found via their study of the company in question that some organisational issues are related to employee behavior, which leads to uncertainty as a result of not choosing leadership styles that enhance worker performance and efficiency. opposite, they have a detrimental effect on their performance. Among these influences is a lack of mutual trust between presidents and

subordinates, who believe that leaders place their personal interests above those of employees and the organization's goals, resulting in the sacrifice of justice and equality and frequent complaints from subordinates about how work is managed. dissatisfaction and anxiety, low productivity at work, and therefore the need to study influential leadership styles, especially the empowering leadership philosophy, which is one of the most prominent types of contemporary leadership; the research problem can be diagnosed by answering the following questions:

- How does enabling leadership affect employee performance toward organizational goals?
- Is it true that implementing the enabling leadership concept minimises the company's negative indicators?

Many goals are crucial to the study's success. To begin, it seeks to ascertain the amount to which administrative leaders practise the elimination of enabling leadership, as seen through the eyes of the workers of the organisation under investigation. Second, it seeks to assess the level of administrative leadership in the same company in terms of enabling leadership and employee performance. The study also tries to determine the nature of the connection and the influence of enabling leadership on employee performance in the organisation under investigation. In addition, the research offers suggestions and advice to the companies that were analyzed, with the primary emphasis being on the influence that enabling leadership has on the performance of employees. Lastly, the purpose of this study is to evaluate whether or not there is a cause - and - effect connection between the enabling leadership characteristics and employee performance. These objectives serve as the research's basis and are critical to reaching the study's aims.

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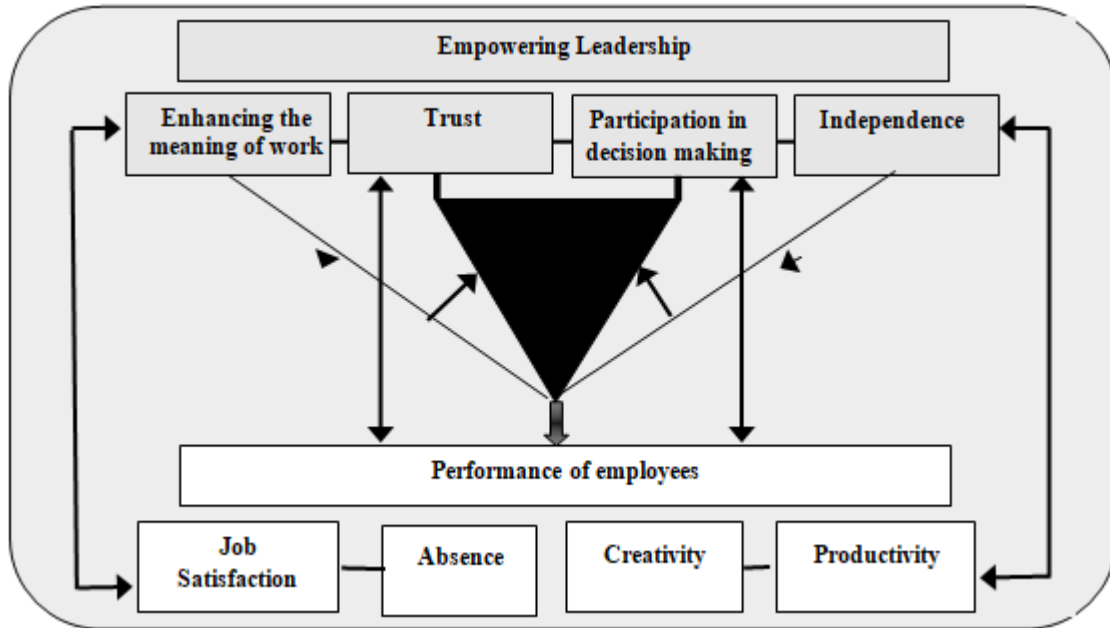
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Finally, the study was separated into four components, with the first dedicated to the initial research approach. The second investigates the theoretical component of the notion of enabling leadership in its six dimensions, as well as the

employees' performance characteristics. The third study looks at the practical side, and the fourth examines the results and suggestions.

**Hypothetical outline of the study:**



**Form 1: Showing the research framework**

**The importance of study:**

The importance of this research stems from the fact that empowerment leadership is one of the leadership patterns that can aid organizations in overcoming internal problems by enacting policies that look out for the interests of workers and help them solve problems, increase the effectiveness of their performance, and cultivate their own capabilities and self - skills.

**Study hypotheses:**

Research is based on two basic hypotheses:

- 1) In the investigating company, leadership that empowers its followers to do their best work is positively correlated with productivity.
- 2) Leadership that empowers others to do their best work has a favorable and statistically significant effect on productivity at the research firm.

**The methods of information collection, measurement and analysis:**

- 1) Do honesty tests (Validity using practical analysis, stability test using (Alpha Cronbach's)) to determine the correctness of sample replies.
- 2) Program - generated natural distribution applying statistical methods (SPSS. v 25).
- 3) Using descriptive statistics (computational medium, standard deviation, relative importance).

**2. Theoretical Aspect**

**First: Empowering leadership**

Empowering leadership is one of the current good patterns and new trends in business administration leadership that have evolved in the scientific arena. It has emerged as a

critical issue in the business world. Leaders may organise the actions of numerous people who have a strong intent to work together coherently in pursuit of shared objectives (Galuska, 2014). It has become a critical aspect for the success of any organization, and the achievement or failure of the organization's goals is often correlated with the effectiveness or incompetence of its leadership. These leaders provide authority, confidence, and discretion to their employees. this kind of activity creates a favourable feeling for the company and makes them accountable, resulting in a positive sense, motivation, and perception of action (Liu, 2015).

**Dimensions of enabling driving:**

The idea of enabling leadership has shown that empowering leadership has four main parts: making work more meaningful, making it possible for people to be involved in making decisions, building confidence in high performance, and giving people autonomy.

**1) Enhancing the meaning of work**

Improving the meaning of work is one of the principles of empowerment, not merely empowerment outputs, since it is critical that the worker understands the significance of working towards a clear definition of the notion of empowerment (2013, Lorinkova et al)

**2) Improved opportunity for participation in decision - making**

Participation refers to the process of subordinates participating in goal setting at all levels of the organisation. This dimension also reflects how much the leader encourages his subordinates to participate in decision - making and how much he considers his subordinates'

initiatives and responsibilities. (Park, 2017) The amount to which parties directly participating in the participation process interact and supply the required criteria to maintain and adopt them on a solid foundation determines the effectiveness of the participation (Irawanto, 2015). Every person may profit from objective support in generating, building, collecting, and employing money in order to systematically reach personal, familial, professional, and other lifestyle goals (Hani, 2020).

### 3) Confidence in high performance

This dimension reflects the leader's confidence in his subordinates' future good performance, as well as his trust in their capacity to improve even when errors occur and handle his work needs. (Kassegne et al., 2013) The President and his subordinates have a complimentary reciprocal connection based on their respect of his presidency's choices, and the President perceives his subordinates as confident in all responsibilities given to him. This connection is essential to accomplishing the goal and channeling the positive momentum gained through boosted performance and collaborative efforts.

### 4) Provide autonomy

This dimension indicates the extent to which the leader assists his subordinates in becoming independent, removing unnecessary bureaucratic constraints and allowing him to perform his work in his own way, making important decisions to meet the needs of clients, and managers should delegate authority to workers and encourage them to be more independent, responsive, and proactive in their work as a result of leadership empowerment, also known as "Power-sharing to promote motivation and investment in the organisation" (Zhang & Bartol, 2010). The provision of autonomy displays employees' feeling of freedom and independence, as well as their direct or indirect involvement in decision-making. It also demonstrates the capacity to empower employees in a larger sense, allowing staff to recruit and control programmes (Durai, 2010).

### Second: Employees' performance:

By creating optimal circumstances for each employee's specialized role, businesses may better achieve their goals. The leader's relationship with his or her staff is the most crucial of these considerations (administrative behavior).

Since the interesting aspect of the interaction between humans and objects like machinery, equipment, administrative systems, marketing tools, and so on that they employ in the course of their job.

According to Russell, organizational performance is a manager's actions that indicate an employee's performance in areas such as quality and degree of work, necessary talents and skills such customer communication and interaction, and the employee's responsiveness to administrative requirements.

(Russell & F. R 2002; Gibbs, 2004) affirmed that worker performance includes all behaviors that contribute to the organization's essential task, such as production and marketing, and may find subparagraphs that measure worker effectiveness.

### 1) Job satisfaction

When workers are happy in their jobs, they show their appreciation for their company's leadership and structure by giving their all. So, we might define job satisfaction as the extent to which an individual is pleased or dissatisfied with his or her current position and the future of his or her organization. They assume that a worker's psychological or emotional state is accessible to him or her when he or she receives a certain level of satisfaction, as he or she is compensated by a combination of psychological, social, professional, and material factors, and modern administration ensures that the organization's distinction is contingent on the achievement of its objectives by workers who are a key means of achieving the goals (Majid & Mahsen, 2022).

### 2) Creativity

Creativity is intended to produce new ideas and develop them in order to profit from them in the improvement of worker performance. There are several definitions of creativity. (Stephen & Stephen, 2001) define creativity as the use of a novel or previously untried idea to create a new or more effective end result (i. e., a product, process, or service). According to (Terziowski, 2001), creativity is a complicated process that is simple to define as being critical to organisational success but difficult to control. As worldwide rivalry intensifies and shortens product life cycles, the demand on inventiveness increases. Thus creativity is defined as innovation that is founded on initiation and initiative, and that begins with ideas and information to produce new and inventive things that were not before developed via interaction and mixing. So creativity is a process that defines a human when he or she faces problems about which he or she is passionate and lives deeply, and then reacts to them in line with his or her own right. new technology, managerial tools and procedures, or ways of thinking. The leadership of the company must implement a strategy of stimulating and fostering suitable creativity, as well as assisting in the investment of brilliant people's energy by providing them with the proper environment at all levels. (Kplan, 2007).

### 3) Absence

When an employee doesn't show up to work at his scheduled arrival time to take part in production, that's an absence. A person's absence is not included when calculating the number of individuals available to work, even if that number is affected by someone being on vacation or an official holiday (Cascio, 2003).

### 4) Productivity

If one of the following indicators is met, then the improvement in productivity in terms of quantity, type, and cost has been achieved: increased output with inputs remaining the same; decreased output by less than input reduction; increased output by more than input increase; acquisition of the same output but with fewer inputs (Majid & Mohsen, 2022).

### The practical aspect

Table 1 shows that the mean, standard deviation, and variability factor of the two axes' aggregate, dissolve the

mean of the first variable (enabling driving) and the mean of the second variable (working performance) (4.32 and 4.26, respectively), both of which are higher than the hypothetical medium and the standard deviation (0.45 and 0.52, respectively) while the variability was higher than the hypothesis (11.41) and (11.45), respectively, as well as the relative imprecision. the standard deviation and difference factor statistics give an explanation for this phenomena. (Majid & Mohsen, 2022) gives information that describes senior leadership's active engagement in the research firm via the usage of enabling leadership. This is a crucial message to encourage and guide department heads and human resource officials in carrying out the plan in line with strategic goals.

**Computational medium, standard deviation and overall variability factor for research variables**

Variables	Arithmetic mean	standard deviation	coefficient of difference	Relative importance
Empowering Leadership	4.32	0.45	11.41	85%
Performance of employees	4.26	0.52	11.45	85%

**Second: Test research hypotheses:**

One primary assumption is that there is little to no correlation between an enabling leader and improved productivity in the workplace.

According to Table 2, there is a morally significant positive connection between enabling leadership and the performance of the research company's employees. This connection is strong, in that a change in enabling leadership by the amount (\* \* 0.752) leads to a change in worker performance in the same direction as an expulsion relationship. Every increase in enabling leadership results in growth, but not at the same rate as employees; every drop in enabling leadership results in decline, but not at the rate as employees; and so on. This evidence suggests that the alternative hypothesis is correct (there is a morally significant relationship between enabling leadership and worker performance).

**Table 3:** The degree of correlation, Moral level and significant

Dependent Variable	Independent Variable	Performance of Employees
Empowering Leadership	degree of correlation	<b>0.752**</b>
	Moral level	0.000
	N	<b>100</b>
Significance at the level (0.01)		

**Table 4:** Analysis of the impact of. enabling leadership on workers' performance

Independent variable	sig	F	R <sup>2</sup>	sig	t	Regression Coefficient	Dependent variable
Performance of employees	0.000	111.5	0.56	0.000	5.544	1.485	A
				0.000	10.56	0.653	B

**3. Conclusion**

The leadership of the organization recognises the need for change, but they continue to stick to old management approaches, which makes it difficult to put their plans into action and prevents employees from participating in the process of change. According to the findings of the research,

The second primary hypothesis is that there is no substantial connection between enabling leadership and the performance of employees. This hypothesis has been verified via the use of a simple regression analysis, and in light of this hypothesis, a correlation has been established between the correct value of the independent variable (permitting driving) and the value of the dependent variable (performing workers).

There is an effect of (enabling leadership) on the enabling leadership variable in the researched company due to the fact that any change in the enabling leadership will lead to a change in the performance of employees at the same level. the findings presented in Table (4) indicate that the calculated value of (F) amounted to (111.5), and this means that there is an effect of (enabling leadership) on the enabling leadership variable. This is due to the fact that each variable has an effect on the other, and it also demonstrates that the regression curve accurately describes the connection that exists between the two variables. It can be seen from Table (3) that the constant value equals 1.485, which indicates that there is a (enabling leadership) of 1.485 even if the performance of the workers is zero. The fact that it has a value of 0.652 suggests that an increase of one unit in the enabling leadership will result in an increase of the same amount in the performance of the workers. the value of the determination coefficient (2R), which is a descriptive measure used to explain how helpful the regression equation is in valuing values, represents the decrease in error ratio when using the regression equation, which was 0.56. This decrease in error ratio was represented by the value of the determination coefficient (2R). It suggests that the amount of variance in the enabling leadership of the organisation that can be attributed to the performance of the employees that joined the model is 0.56, and (0.4) is an explanatory variation of elements that were not included in the study model, and table (3) shows the emerging morale in this context (0).000) The confirmation of the influence of (enabling leadership) on the performance of employees, or the value of t), refers to the moral differences of study factors and the relevance of these variables in the research model, as demonstrated in table. This is one of the outputs of the statistical system (4). In light of these findings, we are forced to abandon the concept of nowhere in favour of the competing hypothesis according to which (enabling leadership has an impact on the performance of workers).

however, empowering leadership has a good influence on employees' feeling of purpose, confidence, and capacity to participate to decision - making, which ultimately results in higher workplace productivity. The research highlights the major impact that an empowered leader has in attaining the objectives of the organisation by fostering consistency, objectivity, and cooperation among the workforce. The

findings of the research indicate that most aspects of empowering leadership have the potential to boost employees' cohesiveness and participation in the operations of the organisation, which ultimately leads to improved outcomes. There are a number of guidelines that have to be adhered to in order for an organisation to attain great performance. To begin, top executives need to stress the need of providing workers with more autonomy and cultivating an exciting atmosphere inside the firm. This will have a beneficial influence on the staff and help them to work more efficiently towards accomplishing the goals set out by the organisation. When it comes to putting up a management structure for the firm that was examined, the leaders of the company should pay attention to the recommendations and viewpoints of the workers. This strategy will assist leaders in aligning their goals with those of their workers, which will ultimately result in a more positive climate in the workplace. Lastly, managers should give their employees more opportunities to make decisions and concentrate on fostering a culture of trust among their staff members. This will assist in the accomplishment of accomplishing modification and change in the actions of the employees, which will eventually lead to the achievement of the company's objectives. Fourthly, in order for the leadership to establish coherence in the process of attaining its goals, they need to have a crystal clear view of the activities and ways of work that have become obsolete. Workers need to have the opportunity to make changes to these activities if leaders are to accomplish their aims. In conclusion, it is important to choose leaders who are able to inspire their people, create objectives, and have a clear vision for the future. This will result in the organisation changing some of the activities it engages in, which will eventually lead to the achievement of the intended objectives.

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