



THE IMPACT OF SPIRITUAL LEADERSHIP BEHAVIORS IN PSYCHOLOGICAL EMPOWERMENT OF WORKERS - ANALYTICAL STUDY OF THE VIEWS OF A NUMBER OF STAFF WORKING IN THE FABRIC FACTORY IN NASIRIYAH

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Article history:	Abstract:
Received: May 30 th 2022 Accepted: June 30 th 2022 Published: August 4 th 2022	The present paper aims to know the impact of the spiritual leadership behaviors in psychological empowerment of workers for a number of staff working in the fabric factory in Nasiriya , For the purpose of achieving the search objectives, a form designed for paper is designed to be designed to be aware that the paper community (380), where the paperer (191) has been distributed to the sample personnel and has been retrieved (180) took over. The paperer has hired SMARTPLS V.3.3.2 , The paper has reached many results than the most important of which is the need to encourage the senior management of personnel to show their talents, support confidence and initiative and promote humanitarian aspects , The paper also outweighed the most important attention more attention to the correct mechanisms in the distribution of incentives and rewards between staff and is on the basis of merit.

Keywords: Spiritual Leadership , Psychological Empowerment Of Workers , Vision.

INTRODUCTION :-

Organizations are currently interested in searching for ways and means that allow them to accomplish their present and future objectives . The paper in adopting the behaviors of spiritual leadership for leaders in the work environment is one of the most important factors affecting achieving the aspirations of senior management to motivate working individuals. These behaviors are represented through vision - hope and faith - And altruism - and membership, with what the spiritual leadership represents today in terms of a clear impact on the behavior of the employees and their commitment, which is reflected on the efficiency of the organization's work, and in light of this context, the need to boost employee confidence and release their potential energy , where the role of psychological empowerment in this area is represented in terms of - the importance of - Work - independence - merit - sphere of influence, which increases the provision of support and empowerment to workers and supports the organization to adapt to keep pace with the developments and developments of competition in the labor market.

First: the paper problem

One of the most important things that contemporary organizations focus on is the consolidation of positive behaviors and commitment to the ethics of the

profession. Leaders Consolidating the role of psychological empowerment by granting workers powers and independence in the field of work.

Next: The significance of paper

1. Examining the administrative literature that explains the variables in the paper (spiritual leadership behaviors and psychological empowerment).
2. Reaching the importance of the positive behaviors of the administrative leaders, which in turn enhance the psychological empowerment of the workers in the textile factory in Nasiriya.
3. Providing indicators and data that help administrative leaders in establishing effective leadership behaviors that support the work environment and that enhance psychological empowerment policies that are associated with increasing performance rates and achieving goals in the organization.

Third: Paper objectives

1. Measuring the level of the two paper variables (spiritual leadership behaviors and psychological empowerment) in the textile lab in Nasiriya
2. Knowing the correlation between the behaviors of spiritual leadership in its combined dimensions and psychological empowerment in the laboratory in its total size.



3. Presenting a variety of suggestions to the managers of the Nasiriyah textile mill, based on the findings of the present study, in the context of which several conclusions are offered.

Fourth: Paper Approach

The analytical descriptive method was used to achieve the best outcomes, due to the fact that it offers a thorough view of supplying links between variables and assessing the outcomes to arrive at the most significant conclusions that serve the objective of the current paper.

Fifth: How the data was gathered: Two axes were utilized:

1- A variety of articles, theses, and theses pertaining to the variables and dimensions of the current paper were employed in the theoretical component.

2- The practical aspect: A questionnaire that aligns with the axes of the current paper was created in order to get the necessary data because it had two axes. The first axis covered sixteen paragraphs about spiritual leadership behaviors, given in the form of four paragraphs, one for each of the following: membership, vision, hope and faith), (Fry, L. (2003)) The second axis on psychological empowerment covered sixteen paragraphs, with four paragraphs each for the following topics: the value of work, independence, merit, and influence.) (Spreitzer, G. M. (1996)).

Sixth: The hypothetical paper model

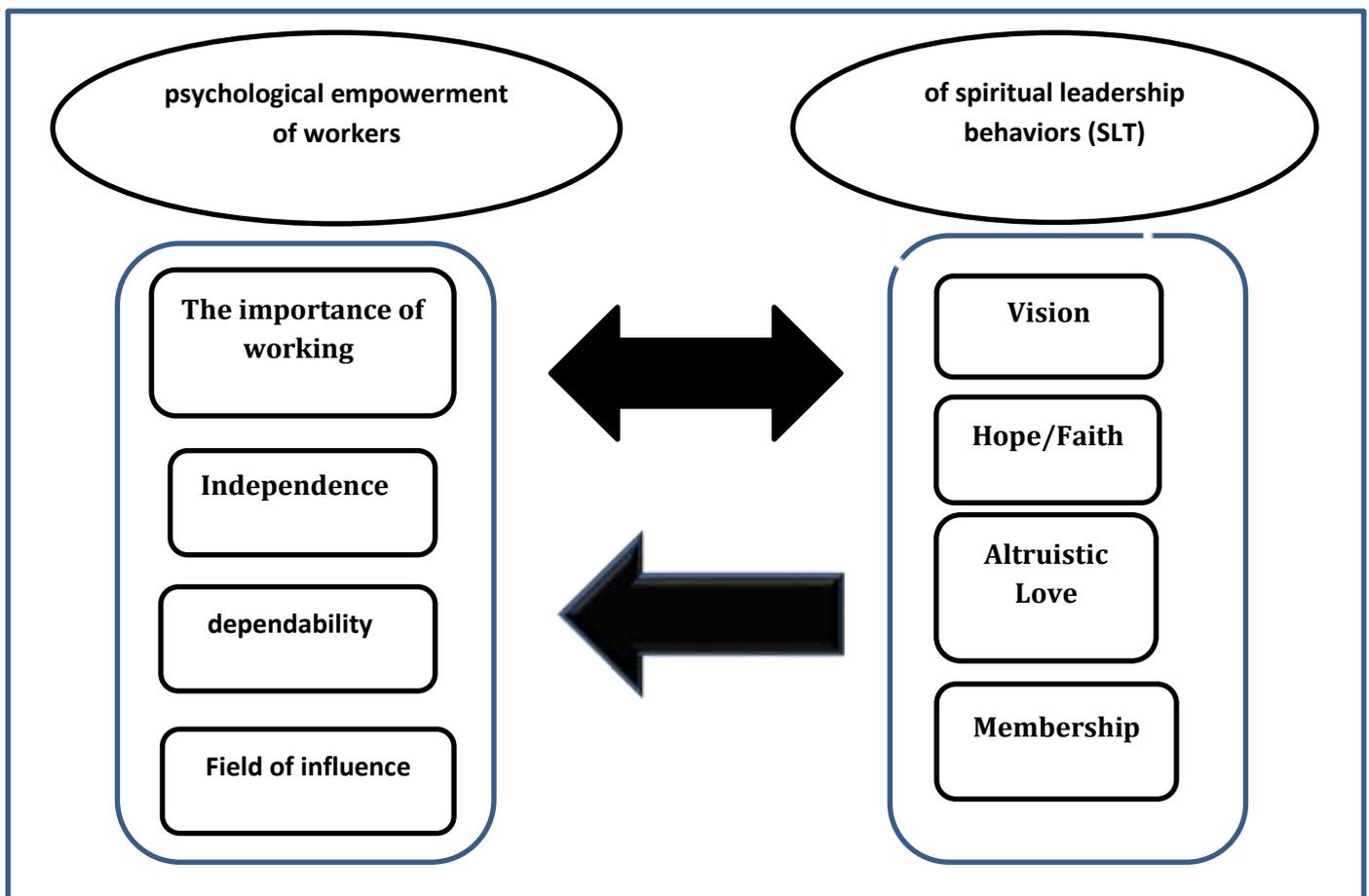


Figure 1: Paper model of a hypothesis

- **Seventh: The claim made in the paper**
- (There is a considerable correlation between spiritual leadership and employees' psychological emancipation.)



The paper's theoretical framework is the second subject.

First: - Behaviors of spiritual leadership spiritual leadership behaviors

A - Vision: -

From the perspective of (Fry, 2003) that the approach that spiritual leaders follow through understanding and appreciating leaders, which includes the vision associated with hope and focus on showing love and altruism, enhances the belonging of workers and increases productivity, 2016: 67 (Scott & Tweed) And what you want to reach and determine the emotional side of the individual in the organization (2011:18 Iiesanmi).

B - Hope/Faith

Spiritual leadership is closely related to aspects of hope and faith, with its meaning of motivation. The essence of leadership is to focus on spiritual aspects and communicate with members in a way that achieves compatibility between individuals, which contributes to strengthening the spiritual approach and raising the morale (Frisdiantara & Sahertian, 2021: 285).

C- Altruistic Love

The culture of love and altruism in the organization contributes to the removal of negative feelings towards the organization and other individuals. Through the activation of spiritual leadership methods, relationships of trust are built between groups, which is the cornerstone in stimulating self-motivation to complete activities and work tasks, and in turn enhances confidence for the organization in its future vision (& Abbasi, 2041 : 1266 Arshad), altruism is also seen as a way of thinking that establishes the moral aspect among team members and inspires it to new members (Aydin & Ceylan 2009:186).

D- Membership

Membership means a feeling of understanding and appreciation within the work team and the surrounding environment, through spiritual leadership behaviors by following the frameworks of cooperation with employees and creating a shared vision. et al. 2081: 50).

F- The Characteristics of Spiritual Leadership

- 1) Building shared values: - Where they inspire individuals to adopt shared values and standards of success
- 2) View Vision Visi on setting: - It shows a sustainable ability to reach consensus and maintain democracy within the constraints of a shared vision.
- 3) Sharing meaning: Developing and sharing meanings for followers. them with them.

4) Enablin: through educating spiritual leaders and leadership and motivating their followers.

5) Influence and power: The leader cannot perform his role unless he accepts the followers Rather than being derived from the formal organizational structure, this force and this acceptability are derived from the connection framework.

6) Knowing without using reason is what provides leaders moral legitimacy, according to intuition.

7) Risk-taking: Since spiritual leaders reject societal norms and hierarchical structures and pursue meeting people's needs despite the hazards, their acts are constantly fraught with risk.

8) Service: Through their beliefs, spiritual leaders assist people by giving them every opportunity to succeed.

9) Spiritual leaders have a responsibility to influence institutions and follower lives in a way that encourages followers to become leaders. (, 2091: 24 UYAR)

Second: Psychological empowerment of workers psychological potential of workers

A- The importance of work

From the point of view of Spreitzer (1997), psychological empowerment positively affects the creation of job satisfaction for workers, where workers feel that they are important in their jobs and have a higher value in this field, higher than the level of job satisfaction. Which positively affects the level of organizational performance (& Ali, 2071: 41 Jamal).

B- Independence

Since one of the most crucial elements in an organization's success is psychological empowerment, and what it provides of independence, it is one of the administrative practices that provide the delegation of authority and responsibility to employees, and it encourages the provision of independence, which provides the motivation to acquire new skills with the freedom to choose the way in which business is carried out (et al., 2017: 18 Jordan)

C- Dependability

One of the most important focus of psychological empowerment is enhancing the individual's confidence in self-efficacy by empowering knowledge and letting them as an essential factor in the work environment. : 74 Ambad). Dr.. field of influence

Field of influence

Psychological empowerment, according to Conger and Kanungo (1988), is a process that identifies and eliminates incapacity through the delivery of useful information. The effect is based on the individual's assessment of his own inherent motivations, which are driven by his sense of the significance of what he is doing. This standard's significance is strengthened.



especially if there is an alignment between their expectations. and their working conditions, which give them a sense of vitality on the individual's assessment of his own inherent motivations, which are driven by his sense of the significance of what he is doing. This standard's significance is strengthened. (Rothmann, 2010: 1 & Stander) and psychological empowerment goals Psychological capabilities

1. Developing the ability to access non-material resources and effective preparation in order to influence the outcome of the decision
2. gain access to and control over multiple levels of decision-making processes
3. The process of gaining awareness enables the discovery of a person's identity, which ultimately develops a person's ability to work with others.
4. gaining the capacity to act with confidence and have faith in one's talents (, 2009: 121 Oladipo)

The third subject: the application

Assessing the scale's accuracy and adherence to the paper's standards comes first.

A- evaluating the coherence and excellence of the various spiritual leadership's sentences.

As the model will be tested using the following indicators, Figure (2) displays the external saturations and the Facronbach coefficient for the paragraphs of the spiritual leadership variable, which consists of (16) paragraphs and four basic

A - stability and internal consistency

- The values of the independent variable spiritual leadership are shown in Table 1; they are all within

acceptable bounds and ranged from (0.845–0.904), which is a good sign and indicates the scale's stability. The findings revealed a high degree of stability in the dimensions of the spiritual leadership variable scale.

- Since their results ranged from (0.756 to 0.858), the Alpha Cronbach coefficient value is larger than (0.70), which shows that the measurement tool's validity and reliability coefficient has a high level of acceptability and stability.

B- convergent honesty

- The data for the leadership variable Spirituality are suitable for conducting further statistical analyses because all of them exceeded the significant values of saturation, which is a good indicator. It appears through the Outer Loadings (OL) values of the scale items for the (spiritual leadership) variable that is greater than the acceptable minimum limits of (0.70).

- The values of the extracted average variance (AVE) for the spiritual leadership variable are shown in Table 1. It is obvious that all of them are acceptable because they ranged from 0.58 to 0.702, which is higher than the value (0.50), and they all suggest that the dimensions are convergent.

- The calculated T-Value, which ranges between (7.362-36,384), is greater than its tabular value, which equals (1.984), and the value of (P- The calculated value was less than (0.05), which amounted to (0.000) for all items, as it indicates that all items were significant. It is clear from Table (1) that all the parameter estimates were significant for the paragraphs of the spiritual leadership variable

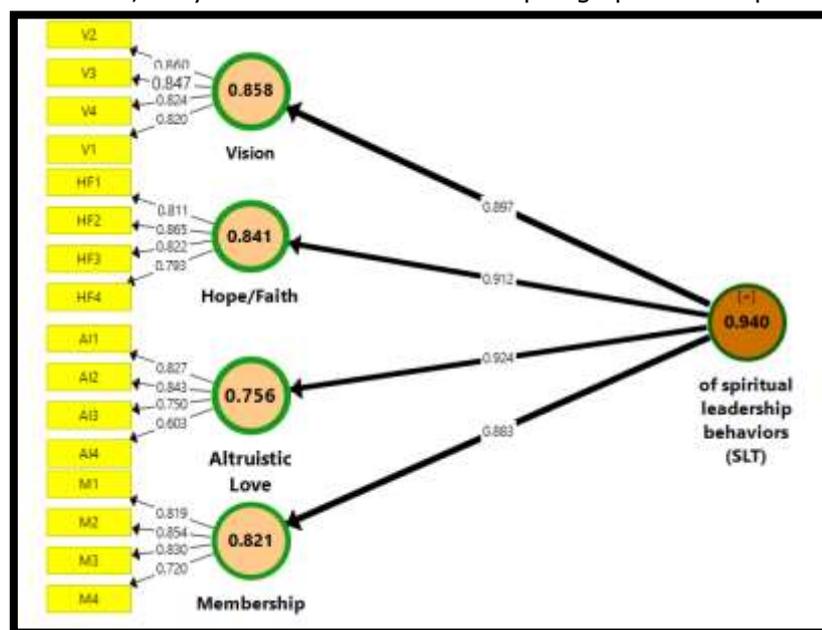


Figure (2) The complete model of the spiritual leadership variable
 Ref : SmartPls V.3.3.2 . Output



Table (1) The outcome of the spiritual leadership variable's stability, complex consistency, and convergent validity test

Table (1) The results of the test of stability, complex consistency, and convergent validity of the spiritual leadership variable								
P-Value	Test T	Standard Deviation (STDEV)	(OL) Outer Loadings	(AVE) Average Variance Extracted	(CR) Composite Reliability	Cronbach's Alpha	Paragraphs	Dimensions
0.000	24.454	0.034	0.820	0.702	0.904	0.858	V1	Vision
0.000	27.544	0.031	0.860				V2	
0.000	30.521	0.028	0.847				V3	
0.000	27.938	0.029	0.824				V4	
0.000	26.790	0.030	0.811	0.678	0.894	0.841	HF1	Hope/Faith
0.000	35.543	0.024	0.865				HF2	
0.000	29.961	0.027	0.822				HF3	
0.000	17.606	0.045	0.793				HF4	
0.000	29.110	0.028	0.827	0.580	0.845	0.756	AI1	Altruistic Love
0.000	30.362	0.028	0.843				AI2	
0.000	18.298	0.041	0.750				AI3	
0.000	7.362	0.082	0.603				AI4	
0.000	34.664	0.024	0.819	0.652	0.882	0.821	M1	Membership
0.000	36.384	0.023	0.854				M2	
0.000	32.722	0.025	0.830				M3	
0.000	15.740	0.046	0.720				M4	

Ref: SmartPls V.3.3.2

B - Evaluation of the quality and consistency of the various psychological empowerments of employees' paragraphs

- As the model will be assessed using the following indicators, Figure (3) displays the external saturations and the Cronbach coefficient for paragraphs of the psychological empowerment variable for workers, which comprises of four fundamental dimensions and consists of (16) paragraphs:

A- Internal consistency and consistency

- The composite stability values (CR) for the psychological empowerment variable for the workers are shown in Table 2. These values were collected within acceptable bounds and ranged from (0.834-0.904), which is a good indicator of the item's stability and was supported by the results, which showed a high level of stability for the items of the search scale for the empowerment variable. Behavior of the employees

- The value of the Alpha Cronbach coefficient, which ranged from (0.736 to 0.859), makes it evident that it is higher than (0.70), and this suggests that the

questionnaire, which served as the measurement tool for the two variables, has a high degree of validity and reliability.

B- convergent honesty

- The results of external saturation showed that all of the scale's paragraphs for the variable (psychological empowerment of workers) exceeded the significant values of saturation as shown in Table (2), with values ranging between 0.654-0.866. This suggests that the data on the psychological empowerment variable for workers are appropriate for conducting a study.

- The values of the extracted average variance (AVE) for the independent variable psychological empowerment of the workers are shown in Table 2. It is evident that all of them are acceptable because they fall within the range of (0.559-0.703), which is higher than the value (0.50), and they all show the significance of the dimensions as a whole.

- Table 2 shows that all parameter estimates for the workers' psychological empowerment items were significant, and the estimated T-Value ranged between 10.70 and 41.157, which is higher than the tabular



value of (1.984) and the value of (P The result shows that all things are significant, which is a good

indicator, and the calculated value was less than (0.05), or a value of (0.000) for all items.

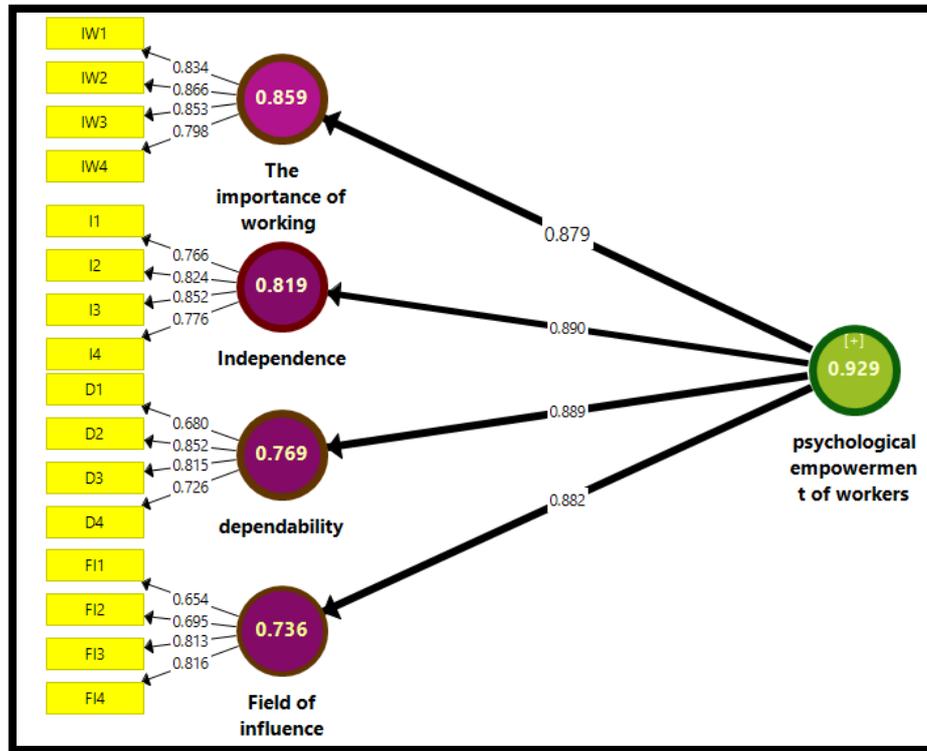


Figure (3) The full model of the worker's psychological empowerment variable Ref: SmartPls V.3.3.2

Table (2) The results of the test of stability, complex consistency and convergent validity of the psychological empowerment variable for workers

P-Value	Test-T	Standard Deviation (STDEV)	(OL) Outer Loadings	(AVE) Average Variance Extracted	(CR) Composite Reliability	Cronbach's Alpha	paragraphs	Dimensions
0.000	39.430	0.021	0.834	0.703	0.904	0.859	IW1	The importance of working
0.000	41.157	0.021	0.866				IW2	
0.000	34.925	0.024	0.853				IW3	
0.000	20.767	0.038	0.798				IW4	
0.000	19.826	0.039	0.766	0.649	0.881	0.819	I1	Independence
0.000	27.272	0.030	0.824				I2	
0.000	35.675	0.024	0.852				I3	
0.000	27.436	0.028	0.776				I4	
0.000	14.827	0.046	0.680	0.595	0.854	0.769	D1	dependability
0.000	37.905	0.022	0.852				D2	
0.000	29.596	0.028	0.815				D3	
0.000	16.453	0.044	0.726				D4	
0.000	10.819	0.060	0.654	0.559	0.834	0.736	F1	Field of influence
0.000	10.706	0.065	0.695				F2	



0.000	33.313	0.024	0.813				FI3	
0.000	26.138	0.031	0.816				FI4	

Ref: SmartPls V.3.3.2

Second: Descriptive analysis of the paper variables

A- The spiritual leadership variable

- Table 3 clearly shows that the dimension of hope and faith had the highest general arithmetic mean, at (4.093), and was at a good level, with a standard deviation of (0.744), and a coefficient of difference of (18.177), indicating that this dimension was at the first level in terms of relative importance, or less. It was an overall mathematical mean at the altruism dimension, which came to (3.95), the general arithmetic mean for the spiritual leadership variable reached its value (3.995), with a good level, a standard deviation (0.698), and a coefficient of variation (17.472), as this dimension came at the second level in terms of relative importance at the level of variables. However, only in total, the general arithmetic mean for the spiritual leadership variable reached its value

(3.995).B- The psychological empowerment variable for workers

- The sphere of influence dimension, which had an excellent general arithmetic mean of (4.15) and a coefficient of difference of (16.145) since it was ranked first in terms of relative importance, had the greatest general arithmetic mean, as shown in Table 3. The extent to which work is important as it has reached (3.843), had the lowest level of general arithmetic, good level of significance With a standard deviation of (0.827) and a coefficient of difference of (21.520), this dimension, which was at the fourth level in terms of relative importance, was the only one to reach the variable psychological empowerment of workers overall. This dimension's value is (4.002) with a decent level, standard deviation (0.651), and coefficient of difference since it entered at the first level in terms of relative importance at the level of variables (16,267).

Table (3) The arithmetic mean, standard deviation, coefficient of variation, and the relative importance of the research variables				
Relative importance	Variation coefficient	standard deviation	Arithmetic mean	Dimensions of the search variables
4	20.619	0.819	3.972	Vision
1	18.177	0.744	4.093	Hope/Faith
2	18.886	0.746	3.95	Altruistic Love
3	19.990	0.793	3.967	Membership
2	17.472	0.698	3.995	spiritual leadership
4	21.520	0.827	3.843	The importance of working
3	19.409	0.768	3.957	Independence
2	16.773	0.681	4.06	dependability
1	16.145	0.67	4.15	Field of influence
1	16.267	0.651	4.002	Psychological empowerment of employees

Ref: SmartPls V.3.3.2

Third: Testing the paper hypotheses

This section focuses on testing the previously established impact hypotheses. To estimate the model's parameters, it uses a regression analysis equation. The effect value is calculated using the ((T) value, coefficient of determination (2R), corrected

determination coefficient (2R), marginal slope coefficient (), effect size (f²) (Effect Size), and (Q2),
 - The model's calculated (t) value was successful (42.213). We accept the hypothesis because it is greater than the tabular value (t) of (1.984) at the level of significance (0.05), indicating the significance of the marginal tendency of the spiritual leadership



variable. This means (there is a significant effect between spiritual leadership in the psychological empowerment of workers) at the level of An indication of (5%) and with a degree of confidence (95%) that spirit leadership has an impact on workers' psychological empowerment

- The Adjusted Determination Coefficient (2R) value of (0.723) makes it clear that spiritual leadership may account for (72 percent) of changes in worker psychological empowerment, with the remaining 28 percent being dependent on other variables not listed in the search form.

- The findings indicated that the model had predictive relevance because the predictive connection index (Q2) obtained a value of (0.344), which is more than zero.

- It is evident through the values of the (t) test for the dimensions of hope, faith, altruism, and membership, whose values are (2.392, 3.061, 6.232), respectively, and are greater than the tabular (t) value of (1.984), and this indicates the morality of the marginal slope and the dimensions of hope Faith and altruism, membership, as for the other dimensions represented by the (vision) dimension, it is clear through the calculated (t) values of (0.282) that it is smaller than the tabular (t) value of (1.984), and this indicates that the significance of the marginal slope of the (vision) dimension is not proven.)

- Through the value of the effect size (f2) depending on the (t) test and the level of the function (P), it is evident from the results that the impact strength for the dimensions of hope, faith, and altruism was modest and influential (significant); however, after the

vision, the effect size was weak and ineffective (non significant); however, after (membership), the results showed that the size of the effect has a medium (effective) in addition to being significant.

- A rate of (74%) of the changes in (the psychological empowerment of workers) can be explained by the dimensions of hope, faith, and altruism, membership, as shown by the value of the Adjusted Determination Coefficient (2R) of (0.748), while the remaining percentage (26%) depends on other variables not listed in the search form.

- A rate of (74%) of the changes in (the psychological empowerment of workers) can be explained by the dimensions of hope, faith, and altruism, membership, as shown by the value of the Adjusted Determination Coefficient (2R) of (0.748), while the remaining percentage (26%) depends on other variables not listed in the search form.

- Given that the dimension of hope and faith has a marginal slope coefficient of 0.210, it is clear that adding one unit to this dimension will result in an increase of 0.210 in (the psychological empowerment of workers) (21 percent).

- Since the altruism dimension's marginal slope coefficient is 0.256, it is obvious that increasing it by one unit will result in a corresponding rise in (the psychological empowerment of workers) by that same amount (25 percent).

- The membership dimension's marginal slope coefficient, which stands at (0.453), makes it clear that increasing it by one unit will result in an increase in (the psychological empowerment of workers) of one unit (45 percent)

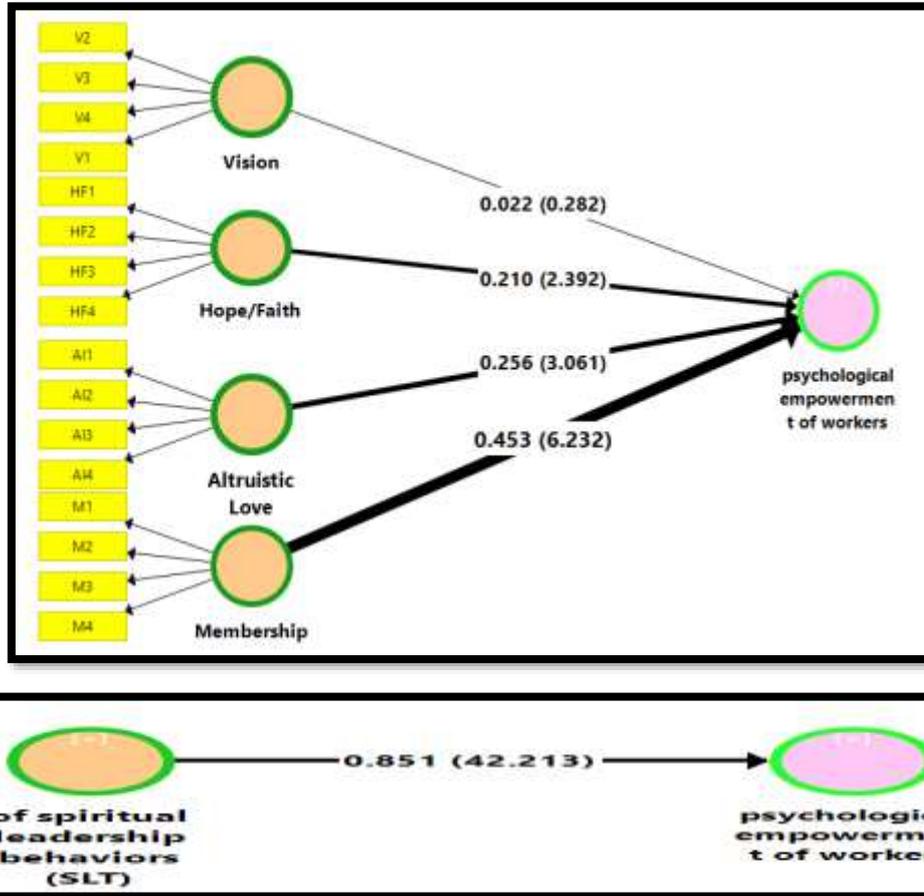


Figure (4) The effect of the two dimensions of spiritual leadership together on the psychological empowerment of workers

Ref: SmartPls V.3.3.2

Table (4) Statistical indicators between the dimensions of spiritual leadership together in the psychological empowerment of workers

Q ²	Adjusted (R ²)	(R ²)	impact strength	f ²	P Values	T Statistics (O/S TDEV)	Standard Deviation (STDEV)	Original Sample (O)	Dimensions of spiritual leadership
0.356	0.748	0.754	weak	0.001	0.778	0.282	0.078	0.022	Vision
			small	0.054	0.017	2.392	0.088	0.210	Hope/Faith
			small	0.062	0.002	3.061	0.083	0.256	Altruistic Love
			medium	0.259	0.000	6.232	0.073	0.453	Membership
0.344	0.723	0.725	large	2.634	0.000	42.213	0.02	0.851	spiritual leadership

Ref: SmartPls V.3.3.2

FOURTH TOPIC: CONCLUSIONS AND RECOMMENDATIONS
FIRST: THE CONCLUSIONS

The results, in general, indicate the need for senior management to encourage working individuals to



show their talents, support confidence and initiative, and enhance the humanitarian aspects.

- The results showed that there is an agreement by the sample surveyed that there is a far-fetched view that the senior management must characterize in knowing the organization's future goals and the extent of the ability to achieve them.

- The results indicated that the senior management is striving to take into consideration the realization of workers' expectations by encouraging hope and confidence in the workplace.

- The results indicated the interest of the senior management in enhancing the individual's sense of the importance of the work he does within the framework of the organization's work and creating value for the current and future work.

The results showed that there is an effect between the spiritual leadership on the psychological empowerment of the workers.

- The results showed that the dimensions of spiritual leadership combined were able to explain 74% of the variables that occur in the psychological empowerment of workers

- results showed C that the most influential dimension in the psychological empowerment of employees is the membership dimension, as the higher management seeks to enhance the understanding and awareness of the individual to the degree of his belonging to the organization by working with colleagues, which in turn enhances organizational loyalty.

SECOND: RECOMMENDATIONS

- The top management in the lab pays more attention to the dimension of the vision, as there is a weakness in the far-fetched outlook that the leadership has in knowing the organization's future goals and the extent of the ability to achieve them.

- incorporating the fresh, creative ideas that our employees bring to the table and developing them into new goods and services.

- Paying more attention to informing the laboratory workers of the importance of the work they do to create the spirit of university work and enhance cooperation.

More attention should be given to establishing correct mechanisms in distributing incentives and rewards among employees, and that it should be based on merit.

Striving more towards developing the current work and providing working individuals with the loans and knowledge necessary to accomplish the tasks by engaging them in specialized training courses.

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