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The Effect of Empowering Leadership on Creative Performance: An Analytical Research in Diyala General Company

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Abstract:

This research aims to explore the impact of multifaceted empowering leadership (power and responsibility delegation, autonomous decision-making, knowledge sharing, skill development, and innovative performance training) as an independent variable in achieving multi-dimensional creative performance (authenticity, fluency, flexibility, self-efficacy) as a dependent variable. The research also aims to enhance the quality of empowering leadership among a sample of 117 leaders in Diyala Public Company through effective modern leadership styles. The research specifically focuses on the importance of creative performance in this sample. Data was collected using a questionnaire as the main tool and statistical methods such as standard deviation, Sobel test, Pearson correlation coefficient, and software such as SPSS and Excel. The results showed a significant positive and direct relationship between empowering leadership and creative performance in general. The research concluded that empowering managers in Diyala Public Company with the authority to make necessary changes is an important step to improve overall work processes. This empowering helped managers effectively adapt to challenges and increase efficiency in responding to changing market demands. By empowering managers to improve processes, the company succeeded in promoting innovation and increasing productivity, ultimately enhancing its position in the market and achieving sustainable and clear success.

Research type: Research paper

Keywords: Empowering leadership, Creative performance.

1.Introduction:

The topic of empowering leadership has attracted increasing research interest among organizations in the field of organizational behavior in recent years. This research aims to understand the concept of empowering and its significance in the context of leadership, where leaders grant decision-making authority, enhance the meaning of work, and eliminate bureaucratic constraints by motivating and guiding a group of individuals toward achieving common goals and objectives. Empowering leadership can have a significant and unbiased impact, but sometimes it may have a limited effect on employee performance, depending on the level of empowering demonstrated by the leader. Even though higher levels of empowering leadership behavior lead to advanced performance, lower levels of empowering leadership behavior can have an undesirable impact on employee performance. In this research, the focus was on empowering leadership at its highest levels to achieve the best possible creative performance in the company and examine the extent of the independent variable's influence on the dependent variable. This research aims to achieve the desired development, support the research environment, enhance the awareness of the research community, and enable them to cope with the challenges and pressures faced by Iraqi organizations in this context. This research also emphasizes the importance of Iraqi and Arab research on these important topics, to bridge the gap in theoretical and applied knowledge in this context.

1.1 Literature review:

There are numerous studies discussed empowering leadership:

Al-Fariji (2020) clarified the ability of banks to achieve or enhance the coherence of their strategies largely depends on the dimensions of empowering leadership behaviors. These behaviors strengthen the cohesion of bank employees in their activities and make them collaborate better to achieve their goals. However, it seems that their confidence in their performance has not significantly affected strategic coherence. Also, the reengineering of banking processes plays a crucial role in encouraging empowering leadership behaviors and increasing strategic cohesion.

Setiawan et al (2020) explained that there is a positive relationship between leadership and performance, as this is reflected in the close relationship between teamwork, team empowerment, and motivation as key indicators.

Al-shanawani and Ahmed (2021) concluded that empowering leadership affects the efficiency of remote work in universities and institutes. The impact of job changes on the effectiveness of remote work was analyzed, and the extent of the impact of empowering leadership on career adaptation was determined. The mediating role that career adaptation plays in the relationship between empowering leadership and work effectiveness was also investigated.

Dennerlein and Kirkman (2022) discovered that empowering leadership can sometimes result in negative repercussions such as the dismantling of ethical values and unethical behavior in organizations, and these findings should be convincing and perhaps shocking to researchers and practitioners alike. We hope that our research will encourage greater academic interest in the negative side of empowering leadership.

There are numerous studies discussed Creative performance :

Nasser (2016) suggested the presence of high levels of strategic thinking in the Waist Textile Factory of the Waist Textile and Textile Factory had a great impact on the creative performance. The results of the statistical analysis showed that there is a statistically significant correlation between the components of strategic thinking and creative performance patterns in this organization.

Franco et al. (2020) explained increasing human capital by increasing the number of individuals in the field of research and development, increasing the number of individuals who have completed higher education, and enhancing training in the areas of innovation, supports the gradual increase of the company's resources and capabilities, which contributes to improving creative performance.

Robertson et al. (2021) proposed an innovation ecosystem framework that highlights the concept of based dynamic capabilities learning, knowledge, and capabilities development to highlight creative performance and radical competitive advantage in each area of knowledge.

Al-ta'i (2021) used strategic thinking and ways to develop its levels to achieve innovative performance in organizations. The levels of strategic thinking of the departments in the Wasit Trico Factory can studied as a specific case study. Hediscuss the relationship and influence between the components of strategic thinking and the different forms of creative performance. In conclusion, the study presents proposals to enhance the levels of strategic thinking of senior and middle management in the Wasit Knitting Factory to improve their performance.

Some studies linked between empowering leadership and creative performance:

Kundu et al. (2019) explained that improving employee performance through the promotion of personal empowering is an important goal. Training should be provided to leaders in banks, with a focus on promoting empowering behaviors among them. It is worth noting that there is a significant lack of research studies evaluating the impact of empowering leadership on job performance through personal empowering.

Ahmed et al. (2022) explained that empowering leadership behaviors can have a positive impact on goal clarity, self-efficacy, and employee performance. In addition, preliminary research suggests that goal clarity and self-efficacy play a mediating role in the impact of leadership behaviors on employee performance. Hence, the findings of this study can have a significant impact on the performance of employees in higher education institutions in Sindh, Pakistan, especially when mediators are present.

The current research problem is whether empowering leadership and its dimensions as an independent variable have a role in influencing creative performance and its dimensions as a dependent variable. From this question, several sub-questions branch out, such as:

1. What are the conceptual, practical, and philosophical bases for the research variables empowering leadership and creative performance?
2. Do the decision-makers in the company have a clear perception or understanding of the variables of the study empowering leadership , creative performance, and its sub-dimensions?
3. What is the level of interest in the study variables empowering leadership and creative performance?
4. How can the leaders of the study sample achieve and maintain a distinguished level of creative performance?

The objectives of this research are as follows:

1. Knowing the intellectual and theoretical aspects of the study variables represented by empowering leadership and creative performance in the organization under study.
2. Identify the extent of the existence of empowering leadership and the possibility of applying it in a way that serves the researched organization and achieves its goals.
3. Testing the type of relationship between the dimensions of empowering leadership and the dimensions of creative performance in the organization under study.
4. Knowing the influence relationships of empowering leadership on creative performance in the organization under study.

2. Material and Methods:

In line with the research problem and to achieve the desired objectives, a comprehensive survey method was adopted as the research approach. This method allows for obtaining accurate results and comprehensive details about the research community and facilitates the generalization of the results obtained from the sample that was chosen by the directors of the Diyala General Company to align them with the requirements. The study used a questionnaire containing research variables to collect the necessary data, and accordingly, scientific results were obtained that the researchers can rely on to understand and monitor the current situation. An accurate and comprehensive description of these results has been provided to answer the research questions.

2.1 Research tools:

The researchers used the questionnaire as a main tool to collect data and information related to the practical aspect of this research and relied on a five-point Likert scale. The five-point Likert scale is one of the most widely used scales and methods in the fields of management and social sciences, due to its accuracy and clarity.

2.2 Data analysis tools:

Several statistical methods were used to analyse data in this research study, which aims to measure and test hypotheses. The researchers used SPSS.V26 and AMOS.V24 to analyze the data collected from the questionnaire.

2.3 The hypothetical scheme of the research:

The causal relationship between the three study variables is shown through the study plan, which includes the independent explanatory variable, empowering leadership, and the dependent responding variable (creative performance). As shown in Figure 1, which represents the hypothetical study plan.

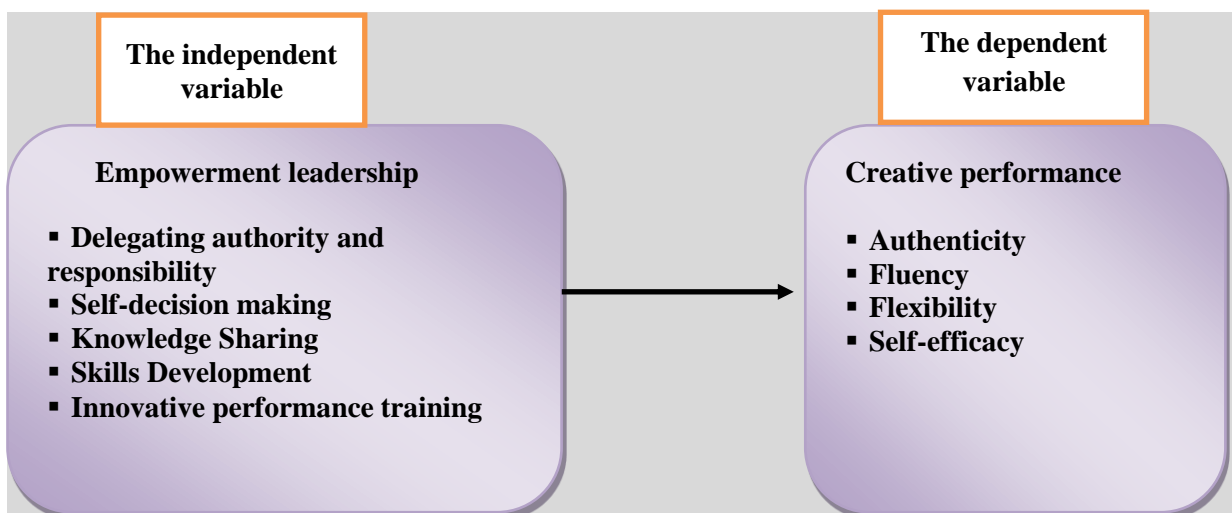


Figure 1: The research structure

The source: Prepared by the researchers.

2.4 The Research hypotheses:

1.The main hypothesis is as follows: empowering leadership and its dimensions have a significant effect on creative performance at a significance level of 0.05. Subsequently, the following sub-hypotheses are derived:

1. Sub-hypothesis 1: empowering leadership and its dimensions have a significant effect on innovation at a significance level of 0.05.
2. Sub-hypothesis 2: empowering leadership and its dimensions have a significant effect on adaptability at a significance level of 0.05.
- 3.Sub-hypothesis 3: Empowering leadership and its dimensions have a significant effect on flexibility at a significance level of 0.05.
4. Sub-hypothesis 4: empowering leadership and its dimensions have a significant effect on self-efficacy at a significance level of 0.05.
5. Sub-hypothesis 5:The dimensions of empowering leadership together have a significant effect on creative management at a significance level of 0.05.

2.5 The concept of empowering leadership :

The term Leadership, a topic that has long captivated people's interest, refers to the images of strong and dynamic individuals who lead victorious armies and large companies. However, scientific research on leadership did not begin until the 20th century, and the term "leadership" is a word borrowed from common vocabulary and integrated into the technical terminology of a scientific system without precise redefinition. As a result, it carries foreign connotations that create ambiguity in meaning (Janda,1960).Empowering leadership is a new form of leadership designed to create and facilitate an environment that supports people's self-reliance and self-leadership. This type of leadership enables others to discover their potential within themselves, and in this model, the focus should not be on the leader but on the achievements of the followers(Manz and Sims,1991). In general, empowering leadership refers to improving job effectiveness, encouraging employee involvement in decision-making, demonstrating confidence in high performance, promoting independence, and removing bureaucratic barriers. Experimental studies have shown that empowering leadership enhances job performance by increasing employee self-efficacy, creative self-efficacy, and professional self-efficacy (Zhang and Zhou,2014). Therefore, motivating working individuals through their participation in decision-making and providing support for their development indicates the existence of a diverse range of leadership styles that strive to influence their followers (Kim and Behr,2018). A group of leadership behaviors and traits is mentioned, including expressing trust in team members, promoting participation in decision-making, enabling independence by removing bureaucratic barriers and other challenges that hinder performance, setting inspiring and purposeful goals, and highlighting the importance of work (Van Assen,2020).

2.5.1 Dimensions of empowering leadership:

2.5.1.1 Delegating authority and responsibility:

Empowering leadership is considered to be the primary task of empowering individuals, which involves changing the person's professional knowledge, identifying opportunities, making necessary decisions, and taking a proactive stance toward work. In short, the individual should become the owner of their work(Tamer,2010). Robert (1999) also emphasized the importance of granting employees an appropriate level of authority in any task to ensure their successful performance. Authority also includes the ability to effectively utilize resources to complete the task. As Saadallah (1998) pointed out, the purpose of delegation is to empower employees with authority and resources by providing delegation training that aligns to achieve unconditional customer satisfaction by granting them freedom to work with authority and resources.

2.5.1.2 Self-decision making:

Making confident decisions about their jobs means granting employees the authority to make decisions without the approval or disapproval of their manager, in matters such as work organization, selecting new equipment, establishing regular communication channels with clients, and deciding to halt production in case of quality issues (Aras,2013). Sonal and Colleagues (2019) conducted a study on the details of the empowering process for subordinates, allowing them to participate in problem-solving and decision-making related to their work, which contributes to increasing their sense of empowering. Leaders play a prominent role in enhancing skill development and innovative performance training, as they create training opportunities and improve their skills as trainers(Pearce,2003).

2.5.1.3 Knowledge sharing:

Basic employee information management is defined as a process that transfers essential knowledge among employees, enhances collaboration among them, and enables them to fully utilize their capabilities at leading companies that recognize the importance of this approach. Self-directed workgroups are equipped with all the necessary information to efficiently perform their tasks. As a result of this provision, these groups accomplish their tasks more effectively, allow employees to take on more responsibilities, build confidence in themselves, and enable them to express their creativity and generate new ideas(Özgen, 1997). According to Sadullah (1998), when information isn't adequately communicated to employees, it creates ambiguity regarding the consequences of their actions and their accountability. Therefore, employees must have a clear understanding of the organization's direction and strategic vision. Properly presenting information empowers them to seek answers, enhancing their performance. Granting employees access to information fosters collaboration and boosts work effectiveness. In essence, information should be accessible to all employees, enable them to enhance their performance, and contribute to the organization's shared objectives.

2.5.1.4 Skills development:

The definition of skill development relies on the distribution of power and responsibility, but if employees lack the necessary knowledge or skills to perform these tasks, granting authority and responsibility may not yield the desired results. This problem is not limited to companies using outdated or non-advanced technology alone; it is also an important factor in our modern era characterized by rapid change and diversity in the work environment (Şahin,2007). As indicated by Abdullah, (2012)skills development, the knowledge, talents, abilities, and aptitudes of the worker may enhance, improve, and enable him/her to perform expected tasks efficiently. This is through acquiring skills in areas such as information and communications technology; learning how to adapt, analyze, and find solutions; understanding time and effort management; and enhancing creativity that contributes for achieving the goals of the organization.

2.5.1.5 Innovative performance training:

The concept Innovative performance training is an educational process aimed at developing individuals' skills and capabilities to enhance their creative thinking and ability to find new and effective solutions. This training aims to empower individuals to use innovative methods and tools in their tasks and contribute effectively to improving their organization's performance. Innovative performance training involves learning how to think outside the box, using creative techniques, developing problem-solving skills, and promoting positive collaboration and interaction within the team, all of which contribute to fostering innovation and achieving the organization's goals through new and innovative approaches.(Doğan,2003). As indicated by Doğan,(2006), empowering employee involves mentoring, where managers with work experience assume the role of mentoring young managers and new managers within the framework of formal or informal programs, to help them develop management skills. In this context, the manager should view his role as a helper. In other words, leaders should recognize the potential of their employees and seek to assist them exploiting this potential in the best way.

2.6 The concept of creative performance:

The concept of creative performance is an organization's inclination to support new ideas, new experiments, and innovative solutions (Wang and Ahmed,2004). In contrast, Gunday (2011) defines it as the number of patents granted in one year relative to the number of citations recorded for each patent. Additionally, Khey et al.,(2008) believe that creative performance represents an organization's ability to comprehend external knowledge, align it with the organization's specificity, and connect it to creative outcomes. On the other hand, Lee, et al., (2016) state that the general context of creative performance is that it is the introduction of a new product, a fundamental improvement of products and services, a new process, a new marketing method, a new organizational method in the field of business in the workplace, or in cooperative relationships.

2.6.1 Dimensions of creative performance:

2.6.1.1 Authenticity:

The concept of authenticity is expressed through an individual's personal experience, and it is evident in their balance between internal thoughts, values, personal emotions, and internal behavioral preferences, At the same time, this authenticity is manifested through their verbal and non-verbal expressions in their external behaviors. (Reis et al.,2017). It is the individual's possession of personal experiences represented by thoughts and emotions, needs and desires, beliefs, preferences, and the ability to express oneself in ways that align with these internal feelings and thoughts (Song el at,2020). Authenticity in the workplace is the extent to which individuals can act in a manner that aligns with their values, beliefs, and personal traits within the work environment (Mehta,2021).

2.6.1.2 Fluency:

Fluency is defined as the ability to summon the greatest possible number of appropriate ideas within a specific period for a given problem or situation (Ibrahim,2005)., The individual's ability to articulate multiple interconnected ideas within a specific time frame when faced with a certain problem (Arora, 2002). The ability to generate the highest number of ideas or synonyms when responding to a specific stimulus within a specified period (Shawaheen, 2009).

2.6.1.3 Flexibility:

Flexibility constitutes an essential part of an organization's competitive strategy, as it enables it to adopt adaptive mechanisms that enable it to deal effectively with multiple environmental changes (Aliqabi and Abadi, 2019). The organization's ability to adapt comes through designing activities that enhance its flexibility, enhance its employees' awareness of changes in work requirements, and enhance their abilities to achieve these requirements based on the organization's directives towards achieving growth, development, adaptation, and facing fluctuations in demand in the short and long term(Omeear,2019). Flexibility is defined as the organizational principle that is used to organize and coordinate diverse resources and functional units in dynamic environments (Hussein and Salman, 2022).

2.6.1.4 Self-efficacy:

Self-efficacy reflects an individual's belief in their ability to accomplish tasks and achieve goals(Sogh and Zarei, 2016). As defined by Liu et al,(2011), it is "an individual's belief in their ability to organize and execute the required tasks to achieve specific outcomes. In the same context. Self-efficacy represents the expectation of success in a particular task, and this expectation stems from a person's belief in his/her comprehensive skills, which affects his/her choice of activities, the amount of effort his/her exerts, and his/her ability to overcome obstacles (Hussein and Salman's, 2017).

2.7 Descriptive analysis of research variable:

2.7.1 Firstly: Descriptive analysis of the empowering leadership variable:

In Table 1, we show that the descriptive analysis of the empowering leadership variable reveals that it serves as the independent variable in the study, comprising five dimensions: (empowering power and responsibility, self-decision making, knowledge sharing, skill development, and innovative performance training). The results from the table indicate that there is a balanced mean score of 3.550 for empowering leadership, which is the average rating by employees for items related to empowering leadership. This suggests that most employees moderately agree with empowering leadership, and it is readily available. The standard deviation is 0.516, indicating a notable dispersion or variance in responses regarding the mean. A higher standard deviation means there is clear diversity in employees' opinions about empowering leadership. The relative importance is 71.00%, representing the percentage of employees who generally or fully agree with empowering leadership items. This is a positive indicator, as it means many employees recognize the importance of empowering and delegation in the workplace. The coefficient of variation is 14.54%, indicating the degree of variance in employees' assessments of the items. A higher coefficient of variation means there is significant diversity in employees' views on empowering leadership. The researchers concludes that the managerial situation in Diyala General Company has achieved a high positive percentage of empowering leadership. This managerial approach can contribute to improving organizational performance and fostering creativity and innovation. However, managers may need to review the variance in employee responses to identify areas that require improvement and development to effectively promote empowering leadership. Directing training and development toward empowering leadership items can be beneficial for achieving managerial enhancements within the organization. Management can also engage with employees to understand the challenges and opportunities they face, promoting communication and interaction to enhance the culture of empowering leadership.

Table 1: Descriptive analysis results for the empowering leadership variable

The variable	Weighted Average	Standard Deviation	Relative Significance	Coefficient of Variation	Priority Sequence
Delegation of Authority and Responsibility	3.591	0.477	71.82%	13.29%	the first
Making Self-Determined Decisions	3.512	0.586	70.24%	16.70%	the fourth
Knowledge Sharing	3.591	0.526	71.82%	14.65%	the second
Skill Development	3.503	0.615	70.06%	17.57%	Fifth
Innovative Performance Training	3.553	0.497	71.05%	13.98%	the third
Empowering Leadership	3.550	0.516	71.00%	13.29%	13.29%

2.7.2 Secondly: The descriptive analysis of the creative performance variable:

In Table 2, the creative performance variable represents the dependent variable in the study, consisting of four dimensions: (authenticity, fluency, flexibility, and self-efficacy). The table indicates that the average score for creative performance is 3.282, suggesting a moderate level of availability. This reflects the overall assessment of creative performance among managers in Diyala General Company. Creative performance requires more attention within the company as it encourages managers to develop innovative ideas and seek unique ways to achieve goals. The standard deviation is 0.481, showing the extent of variation in ratings around the mean. The low standard deviation indicates that ratings are generally consistent, and there is relatively agreement among managers regarding creative performance as reflected by the mean. The relative importance is 65.64%, indicating that creative performance has a moderate level of importance in Dyalia General Company. This implies that creative performance is an aspect that requires attention in the company. The coefficient of variation is 14.64%, indicating the degree of variation in managers' assessments of creative performance within the organization. The low coefficient of variation suggests that creative performance is similarly valued among managers with minimal differences in their opinions. Overall, the results indicate some reservations or objections regarding the importance of creative performance that need to be addressed, and communication should be improved to clarify the benefits associated with promoting innovation and creativity in the organization. Focusing on enhancing these aspects can significantly contribute to boosting creative performance in Diyala General Company, leveraging the empowering leadership within the company, ultimately enhancing creativity.

Table 2: Descriptive analysis results for the creative performance variable

The variable	Weighted Average	Standard Deviation	Relative Significance	Coefficient of Variation	Priority Sequence
Authenticity	3.282	0.544	65.64%	16.58%	the second
Fluency	3.277	0.504	65.55%	15.37%	the third
Flexibility	3.311	0.466	66.23%	14.07%	the first
Self-efficacy	3.257	0.481	65.14%	14.76%	the fourth
Creative performance	3.282	0.481	65.64%	14.64%	N= 110

2.8 Hypothesis testing:

2.8.1 . First: Testing the primary hypothesis:

Empowering leadership and its dimensions have a significant impact on creative performance at the morale level (0.05). The results of the table indicate that there is a statistically significant relationship between empowering leadership and creative performance. In general, the regression coefficient (constant) (α) is 0.137, which represents the minimum value that creative performance can reach. Meanwhile, the regression coefficient (slope) (β) is 0.886, indicating that a change of one in empowering leadership positively influences creative performance by a magnitude of 0.886. The regression model using empowering leadership explains 90.5% of the variance in creative performance. The calculated value of F is (726.797), which exceeds the tabular value (3.94) with statistical significance (Sig.=0.000 < 0.05).

Therefore, the above results indicate the acceptance and achievement of the hypothesis, meaning that empowering leadership has a significant impact on creative performance. The estimated regression equation is: The creative performance = 0.886+1.137*(Empowering leadership)(X))

The percentage of 9.5 is due to the contribution of other variables not included in the research model, as shown in Table 3.

Table 3: Displays the results of the impact of empowering leadership on creative performance.

The hypothesis.	α	β	R^2	F	Sig.
The First Primary Hypothesis (Empowering Leadership with creative performance).	0.203	0.982	0.867	703.283	0.000
Sub-Hypothesis 1 Empowering Leadership with Authenticity.	0.137	0.886	0.905	726.797	0.000
Sub-Hypothesis 2 Empowering Leadership with Resilience.	0.159	0.878	0.809	458.920	0.000
Sub-Hypothesis 3 Empowering Leadership with Flexibility.	0.428	0.812	0.810	459.425	0.000
Sub-Hypothesis 4 Empowering Leadership with Self-Efficacy.	0.163	0.872	0.875	758.632	0.000
Sub-Hypothesis 5 Dimensions of Empowering Leadership (Delegating Authority and Responsibility, Making Autonomous Decisions, Sharing Knowledge, Skill Development, and Innovative Performance Training) with Creative Performance.	0.052	0.233	0.941	334.741	0.000
		0.048			
		0.009			
		0.279			
		0.670			
Sig. =0.05 , F = 3.94					

2.8.1.1 The sub-hypotheses are as follows:

Table 3 shows that there is a statistically significant relationship between empowering leadership and authenticity. In general, the value of the regression coefficient (constant) (α) = (0.203), which is considered the lowest value of authenticity, while the regression coefficient (slope) (β) = (0.982) with a positive value indicating that a change of one in empowering leadership has a positive effect on authenticity by a magnitude of 0.982. The regression model through empowering leadership explains (86.7%) of the variance and variability that occurs in authenticity. The calculated F-value is 703.283, which exceeds the tabulated value (3.94) with statistical significance (Sig.=0.000 < 0.05).

Therefore, the above results indicate the acceptance and achievement of the first sub-hypothesis, meaning that empowering leadership has a significant impact on authenticity. The estimated regression equation is:

1.authenticity(Y)=0.203+0.983*(Empowering Leadership(X)):

Improving the results in Table 3 is that the relationship between them is statistically significant in divorce, and in general, staying at the level of resistance to regression (fixed limit) (α) = (0.159), which is considered the least value to lead to divorce. While the regression agreement (marginal slope) (β) = (0.878) with a nutritional value that indicates that the change of one empowerment has a differential effect on the fluency difference (0.878), and the regression model is explained through empowering leadership (80.9%) for the value of the difference and variance that occurred in the divorce, and the calculated F-value (458.920), which is bigger than the schedule (3.94), and with statistical significance (Sig. = 0.000 < 0.05).Thus,

the above results indicate the acceptance and realization of the second structural hypothesis, that is, that empowering leadership has a significant effect on divorce. The estimated regression equation is:

2. Fluency(Y)=0.878+0.159*(Empowering Leadership(X))

Table 3 shows that the empowering leadership has a statistically significant impact on flexibility, and in general, the value of the regression coefficient (fixed limit) (α) = (0.428), which is considered the lowest value reached by flexibility, while the regression coefficient (Marginal slope) (β) = (0.812) with a positive value that indicates that a change of one in empowering leadership directly affects flexibility by 0.812, and the regression model through empowering leadership explains (81%) for the value of the difference and variance that in flexibility, the calculated F-value is (459.425), which is greater than its tabulated value (3.94) and is statistically significant (Sig.=0.000 < 0.05). Therefore, the above results indicate acceptance and fulfillment of the third sub-hypothesis, that is, empowering leadership has a significant effect on flexibility, the estimated regression equation is:

3. Flexibility(Y)=0.812+0.428*(Empowering Leadership(X))

Table 3 indicates that empowering leadership has a statistically significant impact on self-efficacy, and in general, the value of the regression coefficient (fixed limit) (α) = (0.163), which is considered the lowest value reached by self-efficacy, in While the regression coefficient (marginal slope) (β) = (0.872) with a positive value that indicates that a change of one in empowering leadership directly affects the self-efficacy by 0.872, and the regression model is explained by the empowering leadership (87.5%)) for the value of difference and variance that occurs in self-efficacy, and that the calculated F-value) is (758.632), which exceeds its tabular value (3.94), and with statistical significance (Sig.=0.000 < 0.05).

Thus, the above results indicate the acceptance and realization of the fourth sub-hypothesis, that is, that empowering leadership has a significant effect on self-efficacy, and the estimated regression equation is:

4. Self-Efficacy(Y)=0.872+0.163*(Empowering Leadership(X))

The results in Table 3 show that the value of the regression coefficient (fixed term) (α) = (0.052), which is considered the lowest value reached by creative performance, while the regression coefficient (marginal slope) (β) = (0.233) for the dimension of delegation of authority and responsibility. The same positive value indicates that a change of one in the dimension of delegating authority and responsibility directly affects creative performance by 0.233, while the dimension of self-decision making and the dimension of sharing knowledge were not effective in creative performance, and the regression coefficient (marginal slope) (β) = (0.279) for the skills development dimension with a positive value, which indicates that a change of one in the skills development dimension directly affects creative performance by 0.279, while the regression coefficient (marginal slope) (β) = (0.670) for the dimension of training on innovative performance, which has a positive value, which indicates that a change of one in the dimension of training on innovative performance directly affects creative performance by an amount of 0.670, and the regression model is explained through the dimensions of empowering leadership (94.1%) for the value of the difference. The variation that occurs in creative performance is that the calculated F-value is 334.741, which is greater than its tabulated value (3.94) and is statistically significant (Sig.=0.000 < 0.05). Therefore, the above results indicate acceptance and verification of the fifth sub-hypothesis, that is, empowering leadership has a significant effect on creative performance. The estimated regression equation is:

5. Creative Performance(Y)=0.233+0.052*(Delegation of Authority and Responsibility) + 0.048*(Self decision making)+0.009*(Knowledge Sharing) +0.279*(Skill Development)+0.670*(Innovative Performance Training).

3 Discussion of results:

1. The dimension of originality is one of the aspects of creative performance in Diyala General Company. It is clear that it has not reached the required level and requires attention and improvement. The estimated value of the originality dimension was average and reflects the general level of evaluation of this dimension among the company's managers. The standard deviation reflects the degree of variation in managers' evaluations of the dimension, and its degree is relatively moderate, indicating moderate importance. This indicates that originality is considered to some extent important in achieving creative performance and improving the overall performance of the company.

2. It appears that managers at Diyala General Company encourage employees, including managers, to search for distinctive and unique methods of completing tasks. The results show a positive application of this concept within the company, as a balanced environment indicates high availability. It suggests that managers strongly encourage innovation and unique use of methods to achieve task success. The standard deviation reflects a low degree of variation in managers' evaluations of this motivational policy, which indicates a high percentage of managers who see great importance in encouraging employees to find distinctive and unique ways to accomplish tasks. At the same time, it reflects a low degree of variation in managers' opinions and a high level of agreement among managers in encouraging innovation. Excellence in performance and incentive policies.

3. It seems that managers at Diyala General Company suffer from avoiding repeating previous solutions in solving work-related problems. This is noted based on statistical values, as the balanced environment for this paragraph has a low value. This indicates that most managers tend to avoid deviating from repeating previous solutions to solve problems. This represents the degree of variation in managers' evaluations of this aspect and indicates the low percentage of managers who see the importance of excellence in this aspect and avoid repeating previous solutions.

4. Company managers seem to have a unique skill in quickly providing many ideas and solutions to work-related issues, which indicates a high level of availability. A high value indicates that they offer a large number of ideas and solutions and indicates relatively high variance in ratings, especially regarding managers' ability to quickly propose ideas and solutions. A large percentage of managers see high importance in their colleagues' ability to propose ideas and solutions quickly.

5. The positive impact of empowering leadership is evident in Diyala General Company, where employees express their desire to see their managers provide them with opportunities to participate in the necessary changes to improve their work processes. According to the evaluation results, most employees fully agree that their managers empower them to implement the changes necessary for improvement. This refers to employees' perception of an empowering management approach, where they are given authority and trust to make decisions and enhance operations. Moreover, evaluations indicate a clear positive view among employees toward empowering leadership. It is an excellent rating. This confirms the importance of this field among employees and their interest in it. The coefficient of variation indicates moderate diversity in workers' responses in this aspect.

6. Based on the evaluations, it seems that about a certain percentage of employees feel that their manager entrusts them with responsibilities within their assigned scope. On the other hand, a small percentage of employees believe that they are not responsible for these results, while some of them see themselves as neutral in this context. This indicates a challenge in implementing the aspects of empowering leadership related to delegating responsibility within the organization.

Multiple factors, such as organizational culture and management policies, can affect the level of trust and empowering that managers give employees to take responsibility and make decisions.

7. The role of personal decision-making is emphasized as one of the elements of empowering leadership in Diyala General Company. The results indicate that this aspect has been well implemented, and in addition, the data show that there is a high level of consensus among company managers regarding the importance of making personal decisions. This highlights the interest and focus of employees on this aspect, in recognition of its importance in achieving organizational goals. It is also noted that the coefficient of variation indicates a low value, which indicates that there is great agreement among managers on this aspect and its importance in achieving positive results.

8. Evaluations show employees feel motivated by their managers to share key knowledge and information to achieve better work results. Statistically speaking, the “knowledge sharing” dimension was rated at a balanced degree, indicating a high level of availability. This high rating indicates that most employees are willing to contribute their knowledge and information to improve the business and achieve excellent results.

9. Through the evaluations, it became clear that employees indicate that their manager is committed to providing them with the necessary information to perform their tasks effectively. Statistically, the dimension related to “providing the necessary information” obtained an average score, which indicates a high availability of information. These positive results indicate that most employees feel that their manager is interested in providing them with the information and resources needed to perform their tasks effectively and efficiently. From a managerial perspective, this evaluation is very positive and reflects the managers' commitment to creating a supportive work environment and providing the support and information necessary for employees to succeed in their tasks.

10. Based on the evaluations, it appears that most employees believe that their manager plays an important role in developing their problem-solving skills. From a statistical standpoint, the dimension related to “developing problem-solving skills” received an average rating, which indicates a high level of proficiency in this skill. This positive evaluation indicates that the majority of employees see their manager as having an effective role in enhancing their abilities to solve problems and deal effectively with challenges. From a management perspective, this evaluation is very relevant and highlights the crucial role a manager plays in developing employees' skills and increasing their efficiency.

4 Conclusions:

1. Delegating authority to the managers of Diyala General Company to make necessary changes to improve work-related procedures is an important step in the commitment to the company's development.

2. There is a challenge in implementing the concept that managers should bear responsibility for the results that arise within the defined boundaries at Diyala General Company. This challenge hinders the full utilization of managers' abilities and restricts the company's progress.

3. There is motivation for the managers of Diyala General Company to develop solutions to problems within the work unit, which is a proactive step and demonstrates a deep understanding of employees' capabilities. It builds on creativity and responsibility, providing employees with opportunities for growth and development while enhancing their confidence in their abilities.

4. The limited application of Diyala General Company managers' approach in encouraging the development of solutions to professional challenges within work units is evident. This deficiency in implementation restricts employees' potential and prevents the company from benefiting from their ideas and creativity.

5. The information indicates that the company places great emphasis on promoting and developing a compatible and consistent job specialization that aligns with the tasks of the employees and the job requirements. This reflects the company's clear vision of achieving high efficiency and professionalism in task performance and maximizing positive results.

Authors Declaration:

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, Which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

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أثر القيادة التمكينية في الاداء الابداعي: بحث تحليلي في شركة ديالى العامة

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مستخلص البحث

يهدف هذا البحث الى استكشاف تأثير القيادة التمكينية ذات الأبعاد المتعددة وتشمل (تفويض السلطة والمسؤولية، واتخاذ القرارات الذاتية، ومشاركة المعرفة، وتطوير المهارات، وتدريب الأداء المبتكر) كمتغير مستقل في تحقيق الأداء الإبداعي متعدد الأبعاد وتشمل (الأصالة، والطلاقة، والمرونة، والكفاءة الذاتية) كمتغير تابع، ويهدف البحث أيضًا إلى تعزيز جودة القيادة التمكينية بين عينة من 117 قائدًا في شركة ديالى العامة من خلال أساليب القيادة الحديثة الفعالة. يركز البحث على وجه الخصوص على أهمية الأداء الإبداعي في هذه العينة. تم جمع البيانات باستخدام استبانة كأداة رئيسية واستخدام أساليب إحصائية مثل (الانحراف المعياري ، اختبار سوبيل ، معامل ارتباط بيرسون ، SPSS ، Excel) . أظهرت النتائج وجود علاقة إيجابية ومباشرة ذات دلالة إحصائية بين القيادة التمكينية والأداء الإبداعي بشكل عام. اختتم البحث بأن تمكين المديرين في شركة ديالى العامة لاتخاذ التغييرات الضرورية يعد خطوة هامة لتحسين العمليات العامة بشكل عام. ساعد هذا تمكين المديرين في التكيف بفعالية مع التحديات وزيادة الكفاءة في التعامل مع متطلبات السوق المتغيرة. من خلال تمكين المديرين لتحسين العمليات نجحت الشركة في تعزيز الابتكار وزيادة الإنتاجية، مما أدى في النهاية إلى تعزيز مكانتها في السوق وتحقيق نجاح مستدام وواضح.
المصطلحات الرئيسية للبحث: القيادة التمكينية، الاداء الابداعي.