

THE IMPACT OF THE STRATEGY OF EMPOWERMENT ON THE PERFORMANCE OF EMPLOYEES (FIELD RESEARCH)

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ABSTRACT:

Purpose-The aim of the research is to improve the performance of employees through the impact of the strategy of empowerment in their performance by mediation organizational trust.

Design/methodology/approach-The researcher adopted the analytical descriptive method. The questionnaire was used to collect data from the research community represented by the engineer group of (266) engineers in the company of pipelines and oil pipelines affiliated to the Ministry of Oil. The sample size was withdrawn from this category (159) engineers.

Statistical tools -The data were analyzed and processed statistically using the SPSS.V 24 program, which included a set of statistical methods, such as arithmetic mean, frequency, percentage, standard deviation, diffraction coefficient, determinism coefficient, Alpha Kronbach index, F test, exploratory exploratory analysis,

Results- The management of the oil pipelines company is working hard to provide the elements of work that strengthen the strengths inherent in the dimensions of the strategy of empowerment combined and employed for the benefit of the company in achieving a high level of performance and thus achieve its goals efficiently and effectively.

Keywords: empowerment strategy, organizational trust, employee performance.

INTRODUCTION:

The importance of research in employing the strategy of empowerment to maximize the performance of employees through the use of organizational trust as a mediator in enhancing the impact between the variables of research, one of the reasons to explore this topic is to explore the ability of Iraqi organizations to employ the impact of the strategy of empowerment in the performance of employees and to show the extent to which managers can adopt confidence In maximizing this effect on the other. The main question is: Does the empowerment strategy influence the performance of employees through organizational trust? His aims were to confirm the answer to this question and to clarify the intermediary role of organizational trust.

LITERATURE REVIEW:

- 1- Empowerment strategy:** The concept of empowerment means unleashing staff power and creativity by giving them the freedom, resources, information and skills needed to make and effectively implement decisions (Daft, 2008: 56). It is the process of empowering individuals and allowing them to think, act, make decisions, take action, and control work independently, ie, one's sense of self-control over one's destiny (Yasothei et.atl, 2015: 94). In their study, (van & Thomas,1995: 25) described empowerment as a sense of personal capacity and freedom (within certain limits) to use that power. (Lashley, 1995: 13-32). The importance of the strategy of empowerment lies in the fact that the realization

of empowerment is important and has a special relationship in the field of providing differentiated services (philamon, 2003: 28). The importance of empowerment comes from being one of the key approaches to improving service quality, achieving customer satisfaction, increasing employee productivity, job satisfaction, organizational commitment and organizational effectiveness (Zubaidi et al., 2017: 237).

The independent variable includes four dimensions as presented (Yasoithai et.atl, 2015: 94):

- A- Power: means power-sharing that gives the employee more authority to perform his duties, more freedom to contribute ideas at higher levels of decision-making, increased trust in thinking and staying as organizational partners, and a better strategy to deal effectively and creatively in new work environments. The power dimension also indicates the need for working individuals to have the power to support decisions, since most business organizations give their employees the power to influence business processes and make decisions that favor the organization (AL-Muluk, 2002, 59). The dimension of power takes into account the sense of personal power possessed by working individuals as a result of their empowerment (Al-Otaibi, 2005: 7).
- B- Knowledge: It is a collective process through which team members exchange information, suggestions and ideas among themselves with other members within the organization to address some relevant issues in the workplace(Yasoithai et.atl, 2015: 94) . Knowledge is a vital requirement of empowerment, and communication, information flow, and material and moral rewards are highly supportive for the employee in decision-making and problem-solving (Saidi, 2011: 17).
- C- Information is one of the critical elements of empowerment and is an essential element of decision making. Knowledge of the necessary information means the ability of the employee to perform the work based on his ability to access that information (Yasoithai et.atl, 2015: 94). Sharing information helps employees understand

how their role fits into the overall process of the organization and this increases the sense of meaning (Park, 2017: 45).

- D- Rewards: It is a tool to increase the motivation of employees in the organization, whether monetary or non-monetary, which is one of the important factors to encourage employees to contribute to the best business, and that the strength of the reward will have a positive impact on the performance of the employee's mission and productivity and satisfaction and turnover and organizational behavior (Yasoithai et.atl, 2015: 94). Material and moral incentives contribute to empowering employees by increasing their motivation, satisfaction, and sense of job belonging, especially when their needs are satisfied in a timely manner and linked to performance evaluation as a real motivation for development (Al-Sabbagh, 2017: 207).

2-Employee Performance: The behavior of the individual is positive or negative for the implementation of what is required of him in normal conditions and within an acceptable level of competence and skill (AL-Jubouri, 2018: 24), The concept of employee performance as a group of activities that relate to a function or section, which is carried out by the employee to convert the inputs to a number of products with specific specifications of high quality at the lowest possible cost with the availability of efficiency and efficiency (Al-Shakrah, 2013: 30). Employee performance is all about the performance of employees in a company or organization, encompassing all aspects that directly or indirectly affect their work, as it refers to immediate improvements in knowledge, skills and abilities to carry out job-related work. (Elnaga & Imran, 2013: 140)

there are three dimensions of the dependent variable as presented (AL-Jubouri, 2018: 25).

- A - Quality of performance: is the level of work performance, which means a basic business strategy that contribute to the provision of the product (goods and services) for internal and external customers and their satisfaction significantly by meeting their expectations

implicit and explicit (AL-Jubouri, 2018: 25). The type of performance and quality must be of a high level of accuracy and quality, because many of the work does not depend on the amount of performance and speed of completion, but consider the quality and quality and conformity to specifications such as creativity and innovation (Mohammed, 2017: 61).

B- Size of performance: The volume of work performed in normal circumstances and as planned shall be commensurate with the skills and abilities of the employees to bear the workload (AL-Jubouri, 2018: 25). The amount of performance represents the physical or mental energy exerted by the individual in his work during a specified period of time (Muasher, 2009: 32).

C-Knowledge of work requirements: Knowledge and knowledge of the roles, skills and experience required by a job through which the work procedures are facilitated (AL-Jubouri, 2018: 25). The different fields of knowledge, skills, experience and personal qualities of employees are among the basic requirements of the job through which the work procedures are facilitated. (Crow, 2016: 34), (Awad, 2016: 54), (Shatri, 2016: 25), (Al-Ajili, 36: 2018), (Rashid, 2018: 277) in their studies on what knowledge means for work requirements, They included professionalism, technical knowledge and general background.

RESEARCH METHODOLOGY:

A-Research Problem: Most organizations in developing countries, including the Iraqi Business Organization, are facing a very important problem in the ability to employ an empowerment strategy to maximize employee performance.

The question here is whether the Iraqi director was able to employ the empowerment strategy adopted by his organization in maximizing the performance of its employees. The research problem can be expressed in the following question:

Is the effect of increasing empowerment strategy in the performance of employees?

B-Research Hypotheses: The main hypothesis: The positive impact of the empowerment strategy on the performance of employees is increased by the mediation of organizational trust. And branching into : There is a significant positive impact of the empowerment strategy on the performance of employees.

C-Society and Research Sample: The research community is limited to 266 engineers in the Petroleum Pipeline Company, which is the most suitable category, which is in line with the research trends and objectives of the company and the most recognizable among the employees in the company, the researcher sought to draw a sample intended to represent the society is reliable representation and based on the table (Morgan, 1970), which shows that the size of the sample of the community should be not less than (155) individuals, the researcher distributed (190) questionnaire was received (170) of them, neglected (11) questionnaire for failure to meet the conditions or lack thereof, Were analyzed (159) individuals.

D- Alpha-Cronbach: This section demonstrates the validity and consistency test to demonstrate the reliability and consistency of data to determine the most widespread and widespread accuracy methods. The stability factor of the independent variable (Empowerment Strategy) is 0.873, which indicates stability of the independent variable. while the value of the stability factor of the dependent variable (0.883). It was found that the stability factor of the total responses was (0.953). This indicates that the scale is highly stable and can be adopted at different times for the same individuals. The results are equal to the previous results. As shown in Table (1), and the value of the total content (0.976), which confirms the validity of the scale. Honesty = $\sqrt{\text{Stability}}$

$$\text{Honesty} = \sqrt{0.953} = 0.976$$

Table (1) Honesty and stability of the questionnaire according to the internal stability of the Alpha-Kronbach laboratories

Sequence	Dimensions	Number of paragraphs	Persistence	Honesty
1	Empowerment strategy	20	0.873	0.934
2	Employee Performance	12	0.883	0.939
3	Total	32	0.953	0.976

E- Data Analysis:**1-DESCRIPTIVE ANALYSIS OF SEARCH VARIABLES:**

View and analyze the outcome of the independent variable of the Empowerment strategy.

Table (2) shows the iterative distributions, percentages, arithmetic meanings, standard deviations and differences coefficients related to the viewpoint of the engineers. Measured in four dimensions, they were limited to paragraphs (20-1). These paragraphs reflected in their tables a total arithmetic mean of (3.97) which is a high value, which is greater than the value of the standard mean of (3), with the harmony in the answers confirmed by the standard deviation and coefficient. 0.5 and 12.59 respectively. This natural result reflects the reality of Pipeline's interest in the strategy of empowerment. The results indicate that there is a noticeable increase in the total arithmetic circles, which indicates that the responses of the research sample were close to agreeing with the paragraphs of the dimensions of the empowerment strategy. Responses will be described for each dimension of the independent variable's empowerment strategy.

Power :Table (2) shows that the force dimension was measured in accordance with paragraphs (X5-X1), and the average arithmetic average (3.87), which is above the standard mean of (3), and the standard deviation (0.74) and the coefficient of difference (19.12), and this This indicates a good degree of harmony in the responses of the sample. As for the level of paragraphs, the fourth paragraph (I have chances to express my thoughts) achieved the highest value of the arithmetic mean (4.06) which is high, and the values of the standard

deviation and the coefficient of difference (0.89) and (21.92) respectively, which indicates a good harmony of answers During the field visit of the researcher to the company subject of the research and meeting with the members of the sample at various levels, there are seminars and periodic meetings that give the opportunity to express the internal components of each individual, while we note that the lowest value of the arithmetic mean was the third paragraph (I have the power to make independent decisions In my work) The value of (3.54) is higher than the value of the standard mean, while the value of the standard deviation (1.04), and the coefficient of difference (29.37) This indicates the presence of dispersion, but acceptable in the answer, and this is what the researcher touched through interviewing the Assistant Director General of the Oil and Pipelines Company He pointed out that the company's managers give individuals a margin of freedom and flexibility in making decisions to certain limits.

Knowledge :Note from Table (2) that the knowledge dimension was measured according to paragraphs (X10-X6), the average arithmetic average (4.54) which is very high, while the value of the standard deviation and the coefficient of difference (0.45) and (9.91), respectively, Low indicates a high harmony in the answers, which indicates the agreement of the research sample in the answers about the paragraphs of this dimension. At the level of paragraphs (X7) (knowledge positively affects my performance, the more I know the better my performance) achieved the highest arithmetic mean value among the paragraphs of this dimension, because the value of the arithmetic mean of (4.74) which is very high compared to the standard mean. The standard

deviation and the coefficient of difference were (0.49) and (10.33, respectively), which indicates a decrease in the dispersion of the responses. Respondents stressed during their meeting with the researcher the need to pay attention to the knowledge and methods of acquiring it through training courses, lectures, workshops and discussions among presidents. And subordinates as well as chord scientific laboratories While the minimum value of the arithmetic mean was obtained by paragraph (X10), (I find that my job earns me more experience), which amounted to (4.26), thus achieving compatibility between the answers of the research sample with the same paragraph, and indicates a decrease The standard deviation and the coefficient of difference (0.89) and (20.13) respectively are good harmony in the answers of the research sample about this paragraph, and through the researcher visit to the company subject of the research and meet with the category of engineers sample researcher reported their oral answers about the experience gained through work And the job they are doing, they stressed that their experience is increasing Exponentially as they continue to perform their jobs.

information :It is clear from table (2) that the information dimension has achieved a general arithmetic mean of (4.18) which is a high value, in addition to the dispersion of this dimension is low, as the value of the total standard deviation (0.55) and the coefficient of difference (13.15), which reflects a high level of importance Information for sample search engineers. This dimension was measured in accordance with paragraphs (X15-X11), the highest value appeared in paragraph (X14), (I think that information sharing is very important for the effective performance of the team) of (4.46) and is too high and larger than the total mean of the independent variable, which indicates The high level of importance of information sharing among the respondents in achieving the effective performance of the team, the standard deviation recorded a value of (0.72) and a coefficient of difference (16.14), which indicates a small degree of dispersion indicating the homogeneity of the answers of the research sample in the paragraph and aggregate around its mean. During the

field visit of the researcher to the company in question, it was found that most of the engineers in the research sample adopt the sharing of information between the team for the purpose of achieving a high level of performance in different work sites. While the arithmetic mean of X13 (I can easily disseminate the information that helps me work as a team) is the lowest between the paragraphs of this dimension, as it reached (3.96) which is also high and good homogeneity in the answers as the value of the standard deviation and the coefficient of difference around (0.89) and (22.47), respectively.

Rewards: The remuneration dimension was measured according to paragraphs (X20- X16), as Table (2) indicated a general arithmetic mean of this dimension (3.29) which is around the mean. It also achieved a standard deviation and a difference coefficient of (0.94) and (28.57) respectively. The results of the analysis of this paragraph indicate that the sample of the research in the company in question was consistent with the paragraphs of this dimension and acceptable dispersion. As for the level of the remuneration clauses, the answers were distributed among the highest value of the arithmetic mean achieved by (X18). This indicates a dispersion in the sample answers. Through the visit of the researcher to the company and conducting interviews, it was revealed that the company adopts a system of granting incentives. Note that the minimum value of the mean achieved by paragraph (X19), (rewards are adjusted periodically) amounted to (3.05), which is the largest value of the standard mean, and this value is acceptable to some extent. As for the standard deviation and the coefficient of difference, their value of (1.18) and (36.68), respectively, reflected the existence of acceptable dispersion in the answers of the research sample. The researcher believes that the award of bonuses in the company is linked to the decisions of the senior management, and financial allocations granted by the ministry for this purpose, so the award of bonuses was suspended for several years, which reflected on the answers of the sample and the high dispersion in the answers.

Table (2) Frequencies, Percentages, Arithmetic Media, Standard Deviation and Coefficient of Difference for the Independent Variable

		Dimensions of the empowerment strategy	Mean	SD	CV
Power	X1	Allows me to make decisions related to my field of work	3.96	0.98	24.74
	X2	I have a lot of control over how I do my work	3.88	0.99	25.51
	X3	I have the authority to make independent decisions in my work	3.54	1.04	29.37
	X4	I have opportunities to express my thoughts	4.06	0.89	21.92
	X5	Power sharing increases the independence of my work	3.94	0.95	24.11
Arithmetic mean and general standard deviation			3.87	0.74	19.12
Knowledge	X6	Knowledge sharing improves work processes	4.59	0.69	15.03
	X7	Positive impact of knowledge on performance	4.74	0.49	10.33
	X8	Skills training and its impact on performance	4.72	0.50	10.59
	X9	Participate with members and continue so	4.42	0.76	17.19
	X10	I find my job to gain more experience	4.26	0.89	20.13
Arithmetic mean and general standard deviation			4.54	0.45	9.91
the information	X11	Access to information	4.10	0.72	17.56
	X12	Easy storage of information	4.22	0.72	17.06
	X13	Ease of information dissemination	3.96	0.89	22.47
	X14	The importance of information sharing	4.46	0.72	16.14
	X15	I count on the information	4.18	0.82	19.61
Arithmetic mean and general standard deviation			4.18	0.55	13.15
Rewards	X16	I feel good about the rewards system I receive	3.06	1.24	40.52
	X17	I'll get a reward if I do something to develop my business.	3.13	1.13	36.1
	X18	Incentives encourage me to improve the quality of my work.	4.02	1.06	26.36
	X19	Rewards are adjusted periodically.	3.05	1.18	38.68

	X20	The value of the remuneration is taken into account in accordance with the workload.	3.2	1.27	39.68
Arithmetic mean and general standard deviation			3.29	0.94	28.57
Arithmetic mean and overall standard deviation of the empowerment strategy			3.97	0.5	12.59

2- View and analyze the results of the dependent variable

Table (3) reflects the frequency distributions, percentages, arithmetic meanings, standard deviations and differences coefficients, related to the views of the engineers of the research sample regarding the variable performance factor, which was measured in three dimensions for each dimension of four paragraphs, and these paragraphs ranged between (X32–X21). The results of the analysis showed a total arithmetic mean of the dependent variable of (3.92), a high value and a good harmony of answers confirmed the value of the general standard deviation and the coefficient of difference (0.59) and (15.05) respectively, and this value means that the dispersion in the answers of the research sample is small, Which indicates the homogeneity and consistency of these answers around the paragraphs of the dependent variable. This variable was measured in three dimensions with the following results:

Quality of performance:The performance quality dimension was measured by paragraphs (X24–X21) contained in table (3), which indicates the value of the mean of this dimension with a high general value of (3.71), and standard deviations and coefficient of general difference of (0.76) and (20.48), respectively, It is a value indicating the homogeneity of the responses of the sample with the paragraphs of the dimension and that the extent of dispersion has a small percentage and acceptable. Concerning the paragraphs, the results are confined to the highest value recorded by paragraph (21), the duties are accomplished according to the objective procedures (3.89), which is high with standard deviation and difference coefficient of (0.85) and (21.85) respectively, which is an acceptable percentage showing the importance of This paragraph measures the dimension of the quality of performance, and between the lowest value of the arithmetic mean found in

paragraph (X24), (the organization follows up the performance quality from time to time), which amounts to (3.6), and that the standard deviation and the coefficient of difference has achieved a value of (0.99) and (27.5), respectively any dispersal in the answers is acceptable. Researcher noted a paradox in the answers of this dimension that is A. (42) achieved an average arithmetic close to the standard arithmetic mean, which is closer to neutrality and dispersal of a critical ratio allowed, and it is evident from these answers that the organization is following up the performance at an average level, while the answers were the heads of departments and Mr. Under-Director General contrary to these answers The sample, they confirmed the existence of forms of evaluation of the quality of performance, submitted to the departments, divisions and units on a monthly and annual form through which to evaluate on the basis of performance and quality.

Volume performance :Table (3) shows the analysis and measurement of the dimension of the size of performance, where the value of the general arithmetic mean (3.88), a high value and standard deviation and coefficient of difference (0.76) and (19.58), respectively, indicate a good harmony in the answers. At the level of paragraphs, the size of performance was measured in paragraphs (X25-X28), where the results ranged from the highest value of the mean achieved by paragraph (X26), (the workload assigned to me is commensurate with my abilities and skills), which amounted to (3.94), a high value shows Consensus of the answers of the research sample on this paragraph, where the standard deviation and the coefficient of difference (0.95) and (24.11), respectively, and this result reflects a good homogeneity of the answers of the sample around the paragraph. The specificity of the company and the nature of its work related to the transfer of oil and its derivatives through oil pipelines, it

is necessary to choose its employees, skill, ability and efficiency, and this researcher touched him during his field visit, which noted the diversity and different competencies of employees, according to the departments, divisions and unit in which they work. While the paragraph (X28), (officials are working on the introduction of technology to increase the volume of work done) the value of the average arithmetic average (3.76) which is also high value, and supports the existence of agreement between the answers of the sample on the paragraph, while the value of standard deviation and the coefficient of variation were (1.09) and (28.98), respectively. This value indicates an acceptable dispersion in the sample responses around the paragraph..

Knowledge of business requirements: Table (3) shows the value of the general arithmetic mean of the knowledge dimension of work requirements, as it amounted to (4.16) which is greater than the hypothetical mean, and standard deviation and coefficient of total difference of (0.54) and (12.98), respectively, and these values indicate the low dispersion in The research sample answers about the

paragraphs of the knowledge dimension of work requirements. At the level of paragraphs, this dimension was measured in paragraphs (X29 – X32), and the results were confined between paragraph (X30), (contributes to increase the perception and understanding of the work better) which achieved a higher arithmetic mean of (4.46) which is very high With a standard deviation and a coefficient of difference of (0.67 and (15.2), respectively, they reflect the low dispersion in the sample responses around the mentioned paragraph, while paragraph (X31), (the work procedures are flexible and simple) showed the lowest value of the mean (3.79). A high value, this paragraph indicated a standard deviation and a coefficient of difference of (0.95) and (25.6) respectively indicating that Through visiting the company and interviewing the superiors and subordinates, the researcher noted that there is a clear interest in the experienced employees and employ their expertise in several areas, most important of which is to give others that experience through lectures, discussions and meetings, and the administration seeks to help and encourage employees to possess skills Sufficient experience from existing company.

Table (3) Frequencies, Percentages, Arithmetic Media, Standard Deviation and Variable Coefficient Of the dependent performance variable

		Dimensions of staff performance	Mean	SD	CV
quality performance	X21	The relationship between staff and reviewers is distinct	3.71	0.94	25.33
	X22	Duties are accomplished in accordance with objective procedures	3.89	0.85	21.85
	X23	The organization monitors the quality of performance from time to time	3.6	0.99	27.5
	X24	I find that there are few complaints about employee performance	3.65	0.94	25.75
Arithmetic mean and general standard deviation			3.71	0.76	20.48
V o l u m e p e	X25	Planning is done before the job is done	3.89	0.88	22.62

	X26	My workload is commensurate with my abilities and skills	3.94	0.95	24.11
	X27	Work is done as planned	3.92	0.86	21.93
	X28	Officials are introducing technology to increase the workload	3.76	1.09	28.98
Arithmetic mean and general standard deviation			3.88	0.76	19.58
Knowledge of work requirements	X29	Having employees with sufficient skills helps increase the accuracy of the work required of them	4.35	0.66	15.17
	X30	Employees are committed to carry out all required work	4.06	0.84	20.68
	X31	Work procedures are flexible and simple	3.79	0.95	25.06
	X32	Experience contributes to increased perception and understanding of work	4.46	0.67	15.02
Arithmetic mean and general standard deviation			4.16	0.54	12.98
Arithmetic mean and total standard deviation of staff performance			3.92	0.59	15.05

3-Testing and analyzing the main effect hypotheses using simple linear regression

In order to accept or reject the research hypotheses of the impact of the empowerment strategy on the performance of employees must be tested and interpreted the results, and this will be done through the use of the program (spss) and simple linear regression equation.

Table (4) factors of the impact of the strategy of empowerment in the performance of employees

Variable dependent performance of employees					Variable
Sig	F	R ²	B	a	
0.000	86.32	0.35	0.70	1.12	strategy of empowerment

independent variable empowerment strategy:

Table (4) reflects the coefficients of the impact of the empowerment strategy in the overall performance of employees, and there is a high impact reflected by the value of (β) of (0.70), which indicates that a single unit change in the empowerment strategy by dimensions, strength, Knowledge, information, and rewards change the performance of employees with the same value, which is a significant value in the calculated (F) value

of (86.32), which is higher than the tabular value (F) of (3.89) while the value of (a) fixed (1.12), while The value of the coefficient of determination (R²) was (0.35), which means that the independent variable enabling strategy explains the ratio (0.35) Of employees' performance, thus becoming a regression equation as follows:

Employee Performance = 1.12+ 0.70 (empowerment Strategy) + e

The above results provide sufficient support to accept the first major research hypothesis that there is a significant impact of the strategy of empowerment in the performance of employees, and this result is consistent with the studies (Nzuve & Bakari, 2012) and (Yasothai et.al, 2015 and (Park, 2017). It also meets with the intellectual propositions of (Chen, 2011), (Degago, 2014) and (Yilmaz, 2015), in their writings to demonstrate the impact of empowerment on worker performance.

RESULTS

1- The management of the oil pipelines company is working hard to provide the elements of work that strengthen the strengths inherent in the dimensions of the strategy of empowerment combined and employed for the benefit of the company in achieving a high level of performance and thus achieve its goals efficiently and effectively.

2-found that the management of the pipelines company in its management pay attention and work to provide opportunities to express the ideas of the core of employees and participation in the work, and help employees to control how to do their work, as well as give flexibility in making decisions.

3 -It emerged that the management of the company is concerned with the dissemination of knowledge and training on the acquisition of skills through training courses in the Department of Training and Development, as well as seminars and meetings in the exchange of experiences.

4 - exchanges between managers and heads of departments and employees lead to the availability of information necessary to raise the level of performance and share with others.

5 - It seems that the management of the company interested in giving confidence to others and their participation in some decisions related to their work.

6 - It turns out that the management of pipelines company tend to urge its employees to take advantage of existing experiences and the exchange of knowledge

and skills among them, which leads to raise the level of performance significantly

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