



## The Effect of Employee Empowerment in Enhancing Employees Passion for Work

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### Abstract

The study's problem is to measure how employee empowerment affects employees' passion for work using a sample of faculty members from private universities in the following provinces (Najaf, Holy Karbala, Diwaniyah, and Babil), and enhancing their passion and desire to remain at private universities for extended periods and to remain steadfast in their work without moving to another private university?

The purpose of the study is to determine whether employee empowerment increases employees' passion for their jobs. Furthermore, the study uses the descriptive analytical approach, which gives the researcher the opportunity to describe the search problem, gather information, and then conduct the required analysis. The private universities in the aforementioned provinces are chosen as an applied community to implement the research. The sample, which totals 299, was selected from the private university teaching personnel. In order to get the required data, 58 items distributed on the search variables, using the questionnaire tool. To test the main impact hypothesis, SPSS26 and Smart PLS4 programs were used. The study results showed that employee empowerment participate greatly in enhancing work passion for faculty members in private universities, also, they suffer from a lack of work passion. Likewise, those universities lack the resources, opportunities and support needed to make the workplace full of passion and vitality. Private universities should be dedicated to provide all the resources and ongoing support needed for the educational environment to succeed, in order to make the teaching staff more passionate at workplace.

**Keywords:** Employee Empowerment, Employees Passion For Work

### 1. Introduction

At the teaching staff level, the educational environment is seen as one of the least stable environments. There is a discernible rise in faculty transfers and turnover from one university to another, obviously, it can be attributed directly to the inappropriate educational environment. Some private universities have educational environments lacking enthusiasm, passion and fondness to work, the study <sup>[26]</sup> confirmed that 88% of the people in the United States are not passionate at work. Undoubtedly, this means that the passion is an essential pillar in encouraging or discouraging employees at workplace. Passion <sup>[3]</sup> is defined as a strong inclination toward an activity that people like, and they find important, and in which they invest time and energy. In addition, passion adds or makes a high value to work, and it becomes meaningful <sup>[32]</sup>. Moreover, providing the resources, opportunities and support that academic faculty do need, known as empowerment, can enhance career passion in a more flexible way. Employee empowerment <sup>[4]</sup> is defined as a activation process that expands feelings of trust and control in both individual and organization, leading to results such as enhancing self-efficacy and performance. According to <sup>[31]</sup>, empowerment is the process of building capacity, which raises employees participation, develops their decision-making abilities, and may lead to a transformative work. Based on the results that have been reached, it is evident that employee empowerment plays a significant role in boosting the passion of university teaching personnel. Resources and support should be available, along with all the appropriate opportunities for them to continue their work with a strong passion, in order to maintain and ensure that they remain working as long as possible.

## 2. Literature review

### 2.1 Employee empowerment

Employee empowerment is a common, significant concept for organizations in order to develop workers and make them responsible. Canter is the first to discover the term – empowerment- in her book in 1977<sup>[19]</sup>. The concept of empowerment has evolved in the past decades by many researchers and practitioners. Furthermore, a number of researchers and A.practitioners have developed the concept of empowerment during the previous few decades. It represented several points of view, some emphasized on motivation and some focused on force sharing among employees and administration<sup>[36]</sup>. Employee empowerment is one of the methods approved by human resources management, which includes power and responsibilities redistribution between low-level employees and higher levels<sup>[10]</sup>. Moreover, empowerment is used to enhance individual decision -making skills<sup>[22]</sup>. Although it is not restricted to this aspect, human resources management uses empowerment as a key tool to retain people and to enhance their skills and abilities. In other words, encouraging employees to take decision when necessary and not wait until they are asked to do so<sup>[27]</sup>.

Empowerment is defined as a strategy that enables employees to make decisions and take responsibility for what is being achieved. It is worth noting that<sup>[27]</sup> indicated that empowerment means, granting freedom to employees in some work areas. Delegating authority, power, and responsibility to employees at all management levels is another aspect of empowerment, as it is the best course of action in emergency situations<sup>[11]</sup>. According to<sup>[23, 30]</sup> studies, empowerment is comprised of the following four dimensions:

1. **Opportunities** indicate to learning, growth and development opportunities within organizations. The search for other opportunities can be represented by obtaining knowledge and skills<sup>[21]</sup>. In addition, opportunity means that there are opportunities to achieve organizational goals and accomplish the required tasks, and this requires stimulating workers and providing the tools needed<sup>[30]</sup>.
2. **Support** indicates to providing a set of feedback, positive responses and consulting by senior management to subordinates<sup>[30]</sup>. Support might take various forms, such as providing the necessary resources, and removing obstacles that hinder people from the completion the required tasks. Additionally, people will be more indulgent and motivated to provide the necessary performance if they have support and feedback from superiors and subordinates. Support encourages employees to contribute in increasing performance and productivity levels and enhancing an organization's effectiveness<sup>[6]</sup>.
3. **Resources** represent everything individuals need for achieving organizational objectives. It includes materials, equipment, human and non -human resources, time, logistics and all other related supplies<sup>[30]</sup>. They play a significant role in empowering human resources to carry out their responsibilities successfully. Resources are divided into three categories: personal level resources, such self-efficacy, group level, including relationships and interactions between groups, finally, organizational level related to work management<sup>[24]</sup>. In fact, the organization's resources are a key component that improves its value and efficiency. Resources effectively participate in the decision-making process of

human resources<sup>[25]</sup>.

4. **Power** represents the power that a person possesses by controlling resources, individuals and work, which increases the empowerment of human resource<sup>[7]</sup>. In addition, Power it is defined as the ability to provide the resources needed to accomplish tasks and objectives<sup>[30]</sup>. It can manifest in two forms, formal power that represents centralization and commitment, informal power, which represents harmony, social relations and interaction<sup>[18]</sup>. Force is a basic pillar of the human resource that empowers them to work more effectively<sup>[5]</sup>.

### 2.2 Employees' passion for work

The concept of passion has long been discussed by philosophers of many majors, the term –passion- roots back to the Latin word (Pati), which means to endure or to suffer<sup>[34]</sup>. In addition, in 2003, researchers began paying more intention to the concept of employee passion in their research and studies. In 2008, the concept witnessed a lot of development representing a huge increase in studies and research on this field. In fact, this concept is one of the modern and rapid concepts that has developed over time, manifesting in models and hypotheses reflecting the depth of passion<sup>[32, 34]</sup> defined the passion as an inclination toward activity that people feel more passionate and obsessed about it in which they invest time and energy in achieving organizational results<sup>[15]</sup> also described it as pleasure, and desire to struggle more in an activity, and with hard effort as well which expresses a strong will to do an activity or work.

In addition, there are several terms that characterize the degree of passion in a comprehensive manner, including "enthusiasm," "motivation," and "indulgence<sup>[9]</sup>". Therefore, work passion represents a high level of admiration and also a great interest in work, which can be reflected in improved capabilities and skills. Besides, numerous studies have shown that "work passion" is a key factor in achieving business success since it contributes to a wide range of potential workplace benefits, not to mention the benefits of people being passionate about enhancing their performance and developing their own abilities<sup>[20]</sup>. Moreover, employees' passion is a valuable characteristics of organizations that do their best to achieve optimal results<sup>[14]</sup>. According to this perspective, organizations consider people who have a work passion as valuable resources and distinctive talent and they are greatly distinguished from others, because work passion enhances and boosts the employee's capabilities to be more productive and more efficient<sup>[15]</sup>.

The scale related to employees' passion, the most widely used scales, is used, which consists of two dimensions, the first dimension deals with harmonious passion, focuses on the positive side of work and the realized extent of harmony between work and other aspects of life. While the second, obsessive passion, deals with the most self -controlled side and is less able to achieve harmony between work and other social aspects. Work passion often results in distinctive factors that many researchers have reached, including improving personal skills and increasing financial efficiency. In addition, many researchers mentioned that passion is a positive and motivated factor for people in performing jobs. Therefore, the two -dimension scale: (harmonious passion and obsessive passion) is adopted, which<sup>[37]</sup> referred to, as follows:

1. **Harmonious passion:** It indicates that employees are passionate with their work, it can create opportunities to balance with other life activities<sup>[37]</sup>. On the basis, some

researchers believe that the harmonious passion enhances organizational results of both organizations and individuals such as enhancing job satisfaction, performance and organizational commitment <sup>[33]</sup>.

2. **Obsessive passion:** It is defined as the passion that makes people feel more inclined and passionate about performing their work willingly without paying attention to other life activities <sup>[3]</sup>. In addition, this type of passion provides an opportunity for people to achieve superiority over the others, as well as improve the levels of social acceptance, and which in turn increases their commitment to their work in order to preserve the desired outcomes <sup>[14]</sup>. Moreover, it can greatly contribute in obtaining pay raises or promotions, and enhancing participation in organizational decisions, which may enhance one's self-esteem <sup>[3]</sup>.

### 3. Materials and Methods

For determining the optimal approach, the researcher looks at many approaches and chooses the most suitable one for the research objectives, problem and nature. The statistical descriptive approach is selected as it is the most widely used and more accurate in reaching the results through describing the study sample accurately, collecting and analyzing data and testing its hypotheses to verify the essence of the study problem. The process relies upon a sample taken from faculty members in the following private universities in (Najaf Al - Ashraf, Qadisiyah, Babil, and Holy Karbala). A statistical model is built to illustrate the nature of the relationship between the study variables: (employee empowerment employees' passion for work).

#### 3.1. Research problem

The work nature of universities, in general, experience many crises and events that should be addressed to reach appropriate solutions to meet and serve the intended objective. Work environment, especially, the private universities, witness instability in many areas and levels, but primarily at the organizational, administrative, and financial levels. The private universities, especially those in the geographic areas described above, have difficulty in retaining faculty members for extended periods of time; that is, they are not very inclined to stay longer at the same workplace. This indicates that they lack passion to continue working at these kinds of universities. As a result, hiring teaching staff is a major challenge for such universities. Because the faculty members are more inclined to work at government universities, which offer the majority of the privileges that private ones do not. For instance, pension law, the health insurance law, pays, monthly privileges, and postgraduate studies. Accordingly, the studied universities want to improve the levels of passion towards achieving the optimal level through paying more attention to the aspects that improve the career success, which is of a positive return in improving the performance of teaching staffs, which reflects positively on the education quality of students.

#### 3.2. Research objectives

The researcher seeks to achieve the research objectives that represent its essence, as follows:

1. The research aims to test the effect of employee empowerment in enhancing the employee passion for work.
2. It also aims to determine the levels of empowerment with its four dimensions of the study sample in the private universities.

3. It also aims to determining the passion levels and its dimensions of faculty members in such universities.

### 4. Developing research hypotheses

#### 4.1 The relationship of between employee empowerment and employee passion for work

Empowerment has become a common term since the nineties of the twentieth century, with the emergence of the so-called "empowerment age". Administrations are increasingly concerned with improving employees' competitiveness through enhancing their participation in decision-making process at workplace <sup>[17]</sup>. Furthermore, additional studies have demonstrated that empowered people are more motivated, have higher levels of job satisfaction, less pressure at work, participate more actively, and are more committed to organizations. According to SpareZer (1995), empowered people have access to resources and information, feel supported by their organizations, and have the opportunity to get involved. Similarly, those with high levels of empowerment are more productive and more likely to be brave, innovative, and creative when trying new things <sup>[13]</sup>.

It is important to note that empowerment is centered on power-sharing among leaders and subordinates and is connected to sharing of knowledge, resources, and delegation of decision-making in organizations <sup>[29]</sup>. Moreover, empowerment, in general, has a very favorable effect on employee passion at workplace. Relevant research confirmed that people can improve their work passion effectively when organizations encourage them to participate in decision-making and have more independence at work. As a result, people will demonstrate a great deal of passion by loving their work or giving it more priority. Specifically, self-esteem, independence, self-identity, awareness of control, and the desire to achieve goals all influence an employee's passion for work <sup>[16]</sup>. In this context, passion is described as enthusiasm among working individuals to do valuable things, so that a person is ready to spend time and energy into it. Passion manifests in two types, *obsessive passion*, refers to the desire that drives a person to do certain things, *harmonious passion*, refers to the motivational force that directs or drive one to participate in activities. Thus, the results emanating from passion are related to empowerment and vice versa, such as increase in job satisfaction, job productivity, participation, high morale, as well as improved job performance quality. Most employees believe that empowered employees can voluntarily engage in their work, harmoniously and without pressure <sup>[1]</sup>. In fact, passionate employees are physically, emotionally, and cognitively engaged in their work, engaging in extra job activities that give them a better understanding of their work <sup>[28]</sup>. Senior managers should therefore, prioritize human resources in order to effectively gain a competitive advantage and contribute to organization's success. According to this perspective, people with a great work passion are regarded as a talent and an asset that organizations need. Since work passion can drive employees to be more productive, more efficient and more dedicated, this makes them valuable resources for organization. People are more productive and capable of completing tasks when they are more passionate about their work <sup>[15]</sup>. The study <sup>[2]</sup> indicated that the overall framework of empowerment can help employees increase their psychological resources and improve their passion and job performance in the best possible way. Accordingly, independent employees at workplace will have harmonious passion towards their work by freely engaging in their preferred activities as well as retaining their jobs.

Undoubtedly, the presence of passionate leaders and subordinates has a significant positive impact on fostering employee passion. Subordinates will feel less constrained by bureaucratic rules and be more motivated to devote their energies to work-related activities when they feel independent, which fosters passion for their jobs (8). The impact of employee empowerment on employees' passion for work can be hypothesized as follows based on the aforementioned:

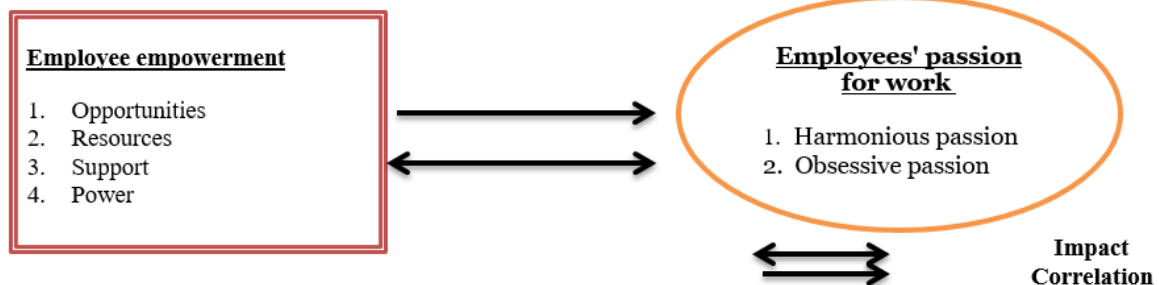


Fig 1: The hypothesis diagram of the study.

### 4.3 Variables Measurement

The researcher uses a number of measures to study variables, which are the most widely known and used in studying variables in previous studies and literature reviews. The scale of [23] is used to measure the employee empowerment. While Scale of [37] is used to measure the variable of employee's passion for work. Finally, the following statistical programs, SPSS V26, Smart Pls V4 are used to analyze data and obtain the results accurately, as shown in Table (1)

Table 1: The scale of search variables

	S	variables	dimensions	Encoding	Source
Employee empowerment		Opportunities	EO	(Nayak <i>et al.</i> , 2018)	
		Resources	ER		
		Support	ES		
		Power	EP		
Employees' passion for work		Harmonious passion	PH	(Zigarmi <i>et al.</i> , 2018)	
		Obsessive passion	PO		

**The main hypothesis:** There is a statistical significance effect of employee empowerment in employees' passion for work.

### 4.2 The proposed model of the study

The hypothesis diagram is designed based on many studies that indicate a relationship between research variables (employee empowerment, employees' passion for work). As shown in the diagram (1) below :

### 4.4 Population and Sampling

In this research, the stratified random sample is chosen as a new type and more suitable for the community understudy, due to the variation of the studied community population and the different majors and universities, but the sample members are homogeneous for each university, and they represent each stratum of community. Note that the size of the sample required is (344) based to table of (Morgan *et al.*, 1970). While the total of community is (3404) for all universities in the under study provinces. Samples were extracted for each university according to the mathematical equation:

Community for each university

Total study community

\* Sample size = number of individuals in the stratified sample for each university

Table 2: Community and sample Study

S	Province	University	Establishment year	Community	Sample
1.	Najaf Ashraf	Imam Al-Sadiq University	2004	136	14
2.	Najaf Ashraf	Islamic University	2004	600	58
3.	Holy Karbala	Ahl al-Bayt University	2004	175	17
4.	Najaf Ashraf	Al-Kafeel University	2005	163	14
5.	Najaf Ashraf	Sheikh Al-Tusi College	2006	133	16
6.	Babil	Al -Mustaqbal University	2010	1313	133
7.	Babil	Hillah University College	2011	147	15
8.	Holy Karbala	Al-Safwa University College	2013	339	37
9.	Holy Karbala	Al-Taf University College	2014	93	9
10.	Najaf Ashraf	Faculty of AlFaqaa University	2014	20	2
11.	Diwaniyah	Islamic University	2018	284	29
Total			11 University	3404	344

The researcher concludes from table above that the number of distributed questionnaires is 372, and the received questionnaires is (326), including (27) questionnaires that are not subject to statistical analysis, and 46 questionnaires were not received. Therefore, the questionnaires that are subject to statistical analysis are (299), which represent a sample of faculty in the private universities in aforementioned provinces.

### 5. Results

To perform the statistical analysis of the data, it is very necessary ensure the reliability and validity of the measurement tool. The reliability of search variables is measured using Cronbach's Alpha. convergent validity and discriminant validity of variables and dimensions is measured. Besides, partial Least Squares (PLS) is also used to test the study model. In general, the criteria used in the



current research include Average Variance Extracted (AVE), consistency and Reliability (CR).

### 5.1 Convergent Validity

Convergent validity refers to the degree of convergence among the variables, and the extent of homogeneity among the main variables. Thus, (Hair *et al.*, 2017) identified three main conditions for achieving convergent validity as follows:

- Composite Reliability values must range between (0.90–0.60).
- AVE value must be greater than (0.50).

- Cronbach's alpha value must be between (0.60 – 0.90).

To verify the convergent validity of the independent variable, employee empowerment and its four dimensions, a structural model is designed, which combines the variable's items amounting (16), based on the outputs of the SMART PLS.

The results shown in Figure (2) indicate that the items are analyzed using convergent validity, which is (16), had different factor loading according to each item. 14 items meet the condition, which it is greater than (0.7) while (2) items did not, which is less than (0.7 %).

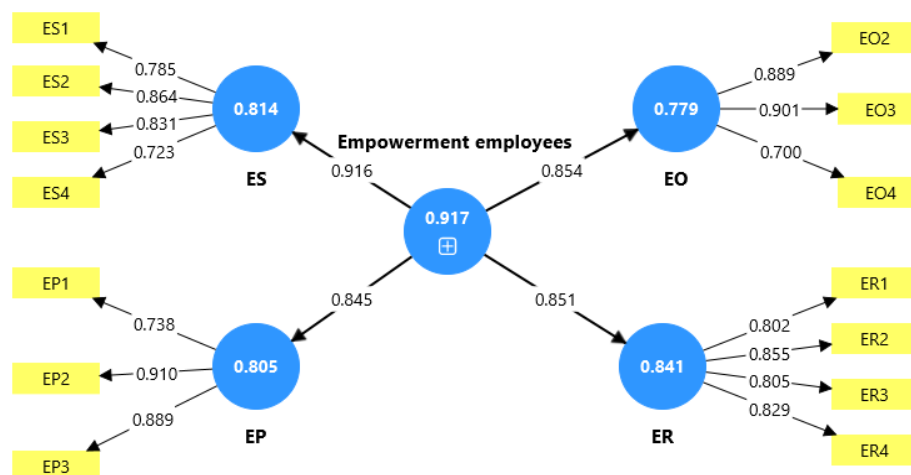


Fig 2: Convergent Validity of employees empowerment

Accordingly, the results in Table (3) shows that the convergent validity is met. The main variable (AVE) is 0.576,

and (CR) is 0.93, while Cronbach's alpha is (0.917).

Table 3: Shows the results of Convergent Validity of employees empowerment

test of Variable & Dimensions	Average variance extracted (AVE)	Composite Reliability (CR)	Cronbach's alpha
Opportunities	0.697	0.872	0.779
Resources	0.677	0.894	0.841
Support	0.644	0.878	0.814
Power	0.721	0.885	0.805
Employees empowerment	0.576	0.930	0.917

Moreover, the convergent validity for the variable "employees' passion for work" is conducted through designing a structural model that contains (11) items of the variable, based on the outputs of the Smart PLS statistical program. The results shown in Figure (2) indicate that the

items were analyzed using convergent validity, which is (11), had different factor loading according to each item. (10) items meet the condition, which it is greater than (0.7) while (1) item did not, which is less than (0.70 %), and is immediately deleted, as in the following model.

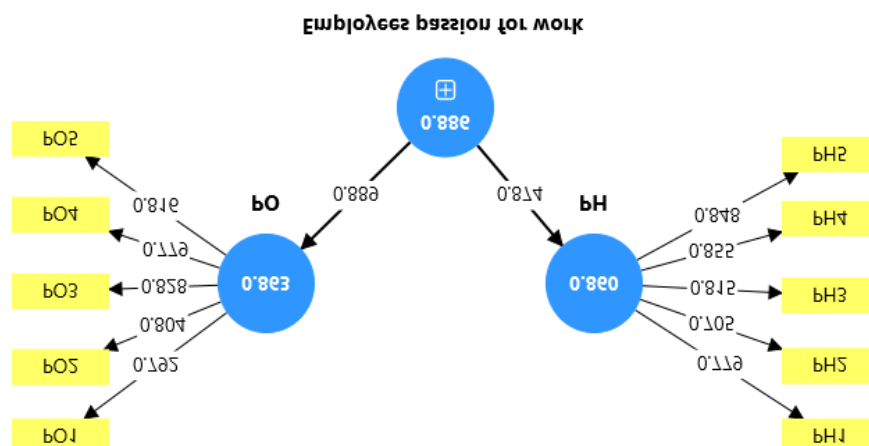


Fig 3: Convergent Validity for Employees' passion for work.

Accordingly, the results in Table (4) shows that Convergent Validity of employees' passion for work is met. The main

variable (AVE) is 0.57, and (CR) is 0.97, while Cronbach's alpha is (0.88).

**Table 4:** The results of convergent Validity for Employees' passion for work.

Test of Variable & Dimensions	Average variance extracted (AVE)	Composite Reliability (CR)	Cronbach's alpha
Harmonious passion	0.65	0.94	0.86
Obsessive passion	0.64	0.90	0.86
Employees' passion for work	0.57	0.97	0.88

## 5.2 Discriminant Validity

Discriminant validity test is conducted of the independent variable "employee empowerment". Fornell & Larcker matrix, is used and this done when the square root value of AVE index is greater and higher than its correlation with other dimensions. The results in table (3) indicated that the

discriminant validity of the employee empowerment "variable was achieved at a rate of (0.681), and discriminant validity of its dimensions are also met with different rates. This affirms that there is a certain discriminant validity for each variable, as shown in the following table:

**Table 5:** The results of Fornell & Larcker matrix of employee empowerment.

test of Variable & Dimensions	Empowering employees	Opportunities EO	Power EP	Resources ER	Support ES
Employee empowerment	0.681				
Opportunities EO	0.854	0.835			
Power EP	0.845	0.659	0.849		
Resources ER	0.851	0.636	0.591	0.823	
Support ES	0.916	0.712	0.734	0.701	0.803

In addition, the results in table (4) indicated that discriminant validity of the employees' passion for work" is achieved at a rate of (0.754), discriminant validity of its different

dimensions is also met with different rates. This affirms that there is a certain discriminant validity for each variable, as shown in the following table:

**Table 6:** The results of Fornell & Larcker matrix of Employees passion for work

Variable & dimensions	Employees passion for work	PH	PO
Employees passion for work	0.754		
PH	0.874	0.806	
PO	0.889	0.562	0.804

## 5.3 Descriptive statistics

Descriptive statistics determines the availability of study variables and dimensions in sample under study, and determines the significance level of each variable for a sample of 299 members of teaching staffs. Furthermore, descriptive statistics include calculating the arithmetic mean, standard deviation, and relative importance. This can be applied through comparing the arithmetic mean with the estimated hypothetical mean (3) and collecting data

according to the five-point Likert scale. Here, descriptive statistical indicators of employee empowerment are calculated, the results in Table (7) show the availability rate of 74%, with an arithmetic mean of (3.734), which is within the accepted high level. This confirms that the study sample has a good level of empowerment including, opportunities support resources, which motivates the population towards stability and greater commitment to their functional areas. In relation to the dimensions, the results are shown as follows:

**Table 7:** Of Descriptive statistics indicators for Employee empowerment.

Variable & dimensions	Standard deviation	Mean	significance level
Opportunities	0.955	3.759	%75
Power	0.883	3.704	%74
Resources	0.993	3.655	%73
Support	0.905	3.820	%76
Empowering employees	0.934	3.734	%74

Besides, descriptive statistical indicators of employees' passion for work are calculated. The results in Table (8) show the availability rate of (58 %), with an arithmetic mean of (2.918), which is within the weak level. This indicates that the study sample has no work passion for staying teaching at

the private universities. This, in turn, makes them less engaged and committed to their work, which has a detrimental effect on the university and students' performance.

**Table 8:** Of Descriptive statistics indicators of Employees passion for work

Variable & dimensions	Standard deviation	Mean	Significance level
Harmonious passion	0.807	3.143	% 62
Obsessive passion	0.797	2.726	% 54
Employees passion for work	0.801	2.918	% 58

#### 5.4 Testing impact hypotheses and building a structural model

Here, a structural model is designed to demonstrate the strength of the direct relationships among the independent variable main and sub-variables. A value that is greater than ( $I^+$ ) signifies a negative relationship. When the value is negative ( $-1$ ), impact factor is weak. As indicated by (12). Impact factor ( $R^2$ ) is one of the most widely used criteria for evaluating a structural model. It is an important measure, represents the effect of the independent variables on the dependent variable. It indicates the amount of variance in the dependent variable. (12) identified three regression criteria Impact factor ( $R^2$ ) between (0.10 - 0.20) is weak. Impact factor ( $R^2$ ) between (0.20 - 0.33) is medium. Impact factor ( $R^2$ ) between (0.33 - 0.67) is strong. In addition, ( $F^2$ ) can be measured, which indicates the extent

of the effect of the main independent variable on the dependent variable., as referred by (12), which includes four criteria for testing the strength of the impact:  
Impact factor ( $F^2$ ) less than (0.020) no effect.  
Impact factor ( $F^2$ ) between (0.020 - 0.15) is weak.  
Impact factor ( $F^2$ ) between (0.015 - 0.35) is medium.  
The impact factor ( $F^2$ ) more (0.35) is stronger.

**Testing the main hypothesis:** Building a structural model of employee empowerment impact in employees' passion for work. Based on the analysis of indicators, the researcher, therefore, uses the structural path model for the direct impact of employee empowerment on employees' passion for work. Accordingly  $H_0$  hypothesis that states "there is a direct significant effect of employee empowerment in employees' work passion, is accepted.

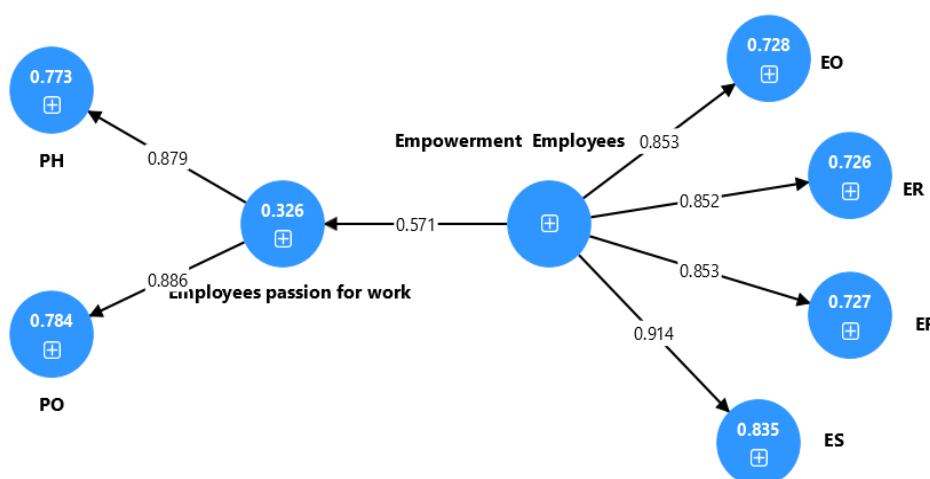


Fig 4: Main hypothesis test model

The results in Table (9) indicate that there is a direct significant effect of the independent variable, employee empowerment, on employee's passion for work of (0.571) and under a significance level (0,000). This indicates that the employees' passion for work increases by (57%) whenever there is more resources, support, opportunities and participation in making decisions by one unit. Moreover, employee empowerment can give an interpretation of ( $R^2=0.326$ ) from the changes in the employees' passion for work, and this rate is in the middle range. On this basis,

attention must be increasingly paid to provide the appropriate resources and the most important opportunities, and space for teaching staff to make decisions and contribute to setting vision for university, as this greatly contributes to increasing passion and more attachment to workplace. While  $F^2$  is (0.484), which shows there is a strong impact of employee empowerment in enhancing employee's passion for work. These results are greatly consistent with (Hasani & Sheikhesmaeili study, 2016), and (Appienti & Chen, 2020).

Table 9: Indicators of the main impact hypothesis

hypothesis	Impact factors $\beta$	factor $R^2$	Factor $F^2$	Mean	St.d	Value T	Value P
Empowerment Employees-> employees' passion for work	0.571	0.326	0.484	0.571	0.049	11.653	0.000

#### 6. Discussion and Conclusions

Private universities are typically seen as special business organization with a primary focus on making a profit. It is regarded as an organization that helps to establish a successful educational environment. Passion, normally, helps to foster initiative and a strong commitment to workplace. It enhances the continuity of teaching at the university for long periods. Since passion in the academic environment is a basic pillar in communicating scientific ideas to students, as the matter is largely related to the desire or not. Especially since the passion has achieved a level of availability in the sample that is somewhat weak, estimated at 58%. This implies that the faculty members at private universities are not as

passionate as they should be. This is due to the university's lack of many qualifications, activities and incentives that drive faculty members to stay as long as possible.

As a result, the private universities should adopt a strategy that might increase work passion through providing appropriate resources and opportunities and support from all levels, and giving them sufficient strength to work professionally. Therefore, the empowerment of employees enhances the optimal work environment. The study has reached many results, the most important of which is that the employee empowerment considerably participate in disseminating spirit of initiative and commitment to work by enhancing the work passion. The results also proved that how

employee empowerment affects and enhances the employee passion for work by ( $F^2 = 0.484$ ). Furthermore, private universities lack the resources, opportunities and sufficient support to make the workplace full of passion and vitality. The study recommends that those universities should provide all necessary requirements for the success of the educational environment, such as efficient teaching personnel and necessary resources. Similarly, all governmental laws should be applied such as pension law and health insurance to enhance the continuity of teaching at private universities.

### 6.1 Limitation and Future studies

The current study faced many difficulties and complications, and completing the current study was a tremendous challenge. There have been many obstacles that hindered the optimal development of scientific research; some of these barriers are related to the selected sample. While others are related to the scientific field and time horizon. These challenges include that some universities strongly rejected the idea of applying the idea of the research on their own teaching staffs; and the study sample was not cooperative adequately in responding to the questionnaire questions. Furthermore, several respondents did not cooperate adequately with the researcher in various cases, for instance, some did not give the questionnaire sheet back after filled out, Some did not return calls after taking the questionnaire sheet, others misplaced the questionnaire and failed to return it to the researcher. Accordingly, the educational environment is one of the least cooperative academic environments in the field of scientific research. Time is also a major challenge in completing the research on time. Finally, the current study is seen the first study that combines the two variables in the field of scientific research, and therefore the researcher faced great difficulties in searching for a study that combines the two variables together directly. This study is an important approach within the scientific research approaches. In addition, linking the study to other variables and applying it in other more diverse environments that can create an important addition to scientific research. Applying the current study in an environment other than higher education may appear with other results. It is also preferable to address another variable as a mediator that considerably contribute in enhancing employees 'passion, such as using a supportive work environment.

### 7. Acknowledgements

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