

## Empowering the effect of leadership on organization outcomes

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### CHRONICLE

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### ABSTRACT

The aim of this research is to investigate the impact of empowering leadership on organizations outcomes with the mediating role of work engagement, personal group fit and personal job fit. In addition, the study chooses the employee proactive personality as a moderator between empowering leadership and organization outcomes. The study selects a sample of 280 employee of Business park co, a company located in Jordan. To collect the necessary data, the questionnaire was published. The results provide an important relationship between employment leadership and organization outcomes. Also, empowering leadership is emphatically affecting the empowering leadership through work engagement with aberrant impact of person job fit and person-group fit. The results also indicate proactive personality expanded empowering leadership direct impact on person-job fit and person-group fit and circuitous impact on work engagement.

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## 1. Introduction

Management issues are the most consequences faced by any organization. Empowering Leadership is a hotspot in the field of the management science. What's more, the nature of work has changed a great deal. It turns out to be progressively mind boggling and requests more perception (Li & Wei, 2010). Empowering leadership was proposed in 1990s. Manz (1990) at first called empowering leadership as “super leadership”. Manz and Sims (1990, pp. 2) extended leadership hypothesis and proposed four factors; namely transformational leadership, value-based leadership, instrumental leadership and empowering leadership by exploring factor assessment. Additionally, he avowed its authenticity through demonstrative factor assessment. Right now, leadership could be restricted as a self-sufficient kind of leadership. Organizations outcomes are affected by empowering leadership through work engagement which is conceptualized as a positive, satisfying and work-related perspective (Schaufeli & Bakker, 2006), person job fit, person group fit. As of late, the research of employee work engagement has increased critical consideration, especially with explores indicating its pertinence for authoritative outcomes (de Sousa & Dierendonck, 2014). Dealing with management issues to improve the expected organization outcomes require the right procedures and leadership. Hence, this paper tries to check the impact of empowering leadership on organizational outcomes with three mediating roles; work engagement, person job fit, person group fit and proactive personality as a moderator among employees (Christiansen & Tett, 2013).

### 1.1 Research Problem

Empowerment Leadership is not an old theory, and it is developed around the interactions among leaders and adherents. Additionally, quality actuation theory expressed that fit discernment got for the most part from the interactions between relevant elements and individual contrasts. Along these lines, proactive personality, work engagement, person-job fit and person-

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group fit vitally affect how their reaction to employees and affect the relationship between empowering leadership and organization outcomes. Additionally, there was pressing need to investigate the moderation effect of personal and situational attributes among the fit research field and empowering leadership theory on outcomes. To address the gap, we picked work engagement, personal job fit, personal group fit as mediating roles and proactive personality as the moderator between empowering leadership and organization outcomes.

## 1.2 Research Objectives

This study tries to identify the following points:

1. The relationship between empowerment leadership and outcomes,
2. The relationship between empowerment leadership and proactive personality,
3. The relationship between proactive personality and outcomes,
4. To investigate whether person job fit, person group fit and work engagement mediate the relationship between empowering leadership and organization outcomes,
5. To examine the proactive personality's moderating effect on the relationship between empowering leadership and organization outcomes.

## 2. Research model and hypotheses

### 2.1 Model

The model of this research is Fig.1, the relationship between empowerment leadership, proactive personality, person job fit, person group fit, work engagement and organization outcomes.

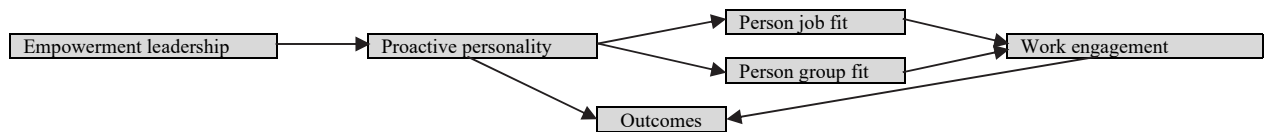


Fig. 1. The proposed model

### 2.2 Theory and hypotheses

#### *Empowering Leadership and Organization Outcomes*

Chiang and Hsieh (2012) consider that growing staff satisfaction helps employees achieve higher rates of organizational performance by paying more attention, responsibility and sufficient control at work. Earlier study expressed the nearby linkage between empowering leadership practices and work results. For instance, Ahearne et al. (2005) concentrated on the impact of empowering leadership practices on deals execution; the impact of empowering leadership practices on in-job and extra-job leaders' practices. Al-omari (2011) analyzed the effect of empowerment on managers' organizational outcomes. The following findings have been established: a positive correlation between certain aspects of empowerment and the overall scale.

#### *The mediating role of Work Engagement*

Work engagement is characterized as a positive and work-related condition of satisfaction which is described by practices of power, commitment and retention. It uncovered that elevated levels of work engagement effect may yield different results (Schaufeli & Bakker, 2004)

#### *The Mediating Role of Person-Job Fit*

Person-job fit is the relationship between employees and job (Kristof-Brown et al., 2005). Based on person-environment fit hypothesis, empowering leadership is positively identified with person-job fit from the over two aspects. In the first spot, empowering leadership can improve employees' fit. As a supportive leadership, an empowering leader revolve around employees' individual advancement. Second, empowering leadership can improve employees' person job fit. The preparation and control for work from empowering leader may lessen employees' job vulnerability (Wang et al., 2008).

#### *The Mediating Role of Person-Group Fit*

Person-group fit (P-G fit) is characterized most comprehensively as "the similarity among individuals and their work groups" (Kristof, 1996). Person-group fit could be conceptualized along supplementary fit and integral fit. Specifically, supplementary fit occurs when a person possesses a characteristic which supplement, embellishes their surrounding environment. Meanwhile,

integral fit occurs “when a weakness or need of the environment whenever offset by the strength of the individual, and the other way around” (Muchinsky & Monahan, 1987).

### *The moderating role of Proactive Personality*

Proactive personality is characterized as a person's steady quality toward proactive conduct, which focused on recognize openings and follow up on them to influence the earth (Crant, 2000). In view of individual condition fit hypothesis and its fundamental work field hypothesis, we contend that individual's reaction distinctively to empower leadership, and hence structure diverse individual employment fit and individual gathering fit dependent on the compatibility between their own trademark and empowering leadership. Earlier study has indicated that proactive individuals are bound to distinguish openings and take activities. We contend that such personality can use openings by empowering leaders. This should additionally lead personality to feel that their capacities coordinate the activity requests and become progressively locked in (Newman et al., 2017). The hypotheses between empowering leadership and organization outcomes were formulated according to this study are as follow:

H<sub>1</sub>: Empowering leadership is positively related to organization outcomes.

H<sub>2</sub>: Person-job fit mediates the relationship between empowering leadership and organization outcomes.

H<sub>3</sub>: Person-group fit mediates the relationship between empowering leadership and organization outcomes.

H<sub>4</sub>: Proactive personality will positively moderate the effects of empowering leadership on organization outcomes via person job fit and person group fit.

H<sub>5</sub>: Proactive personality moderate the indirect positive effect of empowering leadership on organization outcomes via work engagement.

H<sub>6</sub>: Work engagement mediates the relationship between empowering leadership and organization outcomes.

## 3. Research methodology

### 3.1 Community of Study

The Community of Study is Business Park Co, the researcher used the comprehensive field survey for the data collection from this part.

### 3.2 Data collection

The data were collected by distributing the questionnaire to the employees in Business Park Co which is the main data collection instrument. The number of questionnaires distributed were (280) and the answers were (280) valid answers.

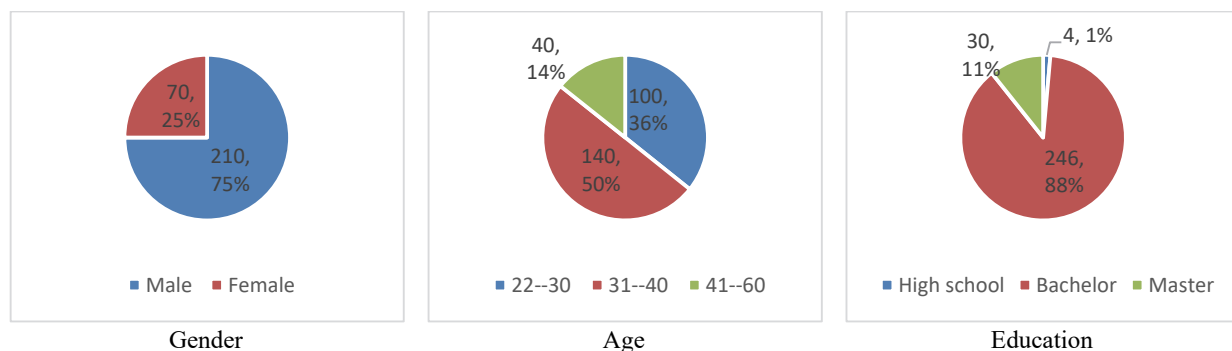
### 3.3 Statistical Methods and Tools

This study used the following statistical methods:

- (1) Percentages to examine the community study,
- (2) Alpha Cronbach coefficient to determine the stability,
- (3) Multiple regression analysis to test the impact of independent variables,
- (4) The arithmetical averages and the standard deviations,
- (5) The OSL Regression.

### 3.4 Characteristics of the research Sample

In this research the characteristics of the participants in this survey are shown in Fig. 2 below:



**Fig. 2.** Personal Characteristics

### 3.5 Validation of the Study Instrument and its Stability

Empowerment Leadership is measured with five dimensions. The instrument's validity has been confirmed. The arbitrators' judgment on the validity of the instrument was accepted. The Cronbach Alpha test also confirmed the internal consistency of the variable scales. For the purposes of this analysis internal consistency with average value of ( $= 0.88$ ) is a reasonable percentage as shown in Table 3.

## 4. Measures

Person-job fit intervenes the connection between empowering leadership and organizational outcomes. Person-group fit intervenes the connection between empowering leadership and outcomes. Proactive personality directs the constructive connection between empowering leadership and person-job fit. The hypothetical bases behind the above speculations additionally recommend an integrative moderated model. In particular, employees' proactive personality may direct the aberrant impact of empowering leadership on organization outcomes through person-job fit and person-group fit and work engagement (Crant, 2000). Therefore, lessening the relationship between empowering leadership and person-job fit, employees' proactive personality influence how much empowering leadership impacts outcomes. In like manner, employees' proactive personality, attributable to their moderating impact on the connection between empowering leadership and person-group fit, may likewise hold the capability of changing the aberrant impact of empowering leadership on outcomes through person-group fit.

## 5. Results

### 5.1 Descriptive Statistics and Correlations

In Table 1 and Table 2 the researcher calculated the mean and standard deviations and the correlations calculations showed: Empowering leadership is positively related to person job fit ( $r = 0.50$ ,  $p = 0.000$ ) and person-group fit ( $r = 0.40$ ,  $p = 0.000$ ) (Baron & Kenny, 1986). Person-job fit is positively related to organization outcomes ( $r = 0.59$ ,  $p = 0.000$ ). Person-group fit is positively related to organization outcomes ( $r = 0.77$ ,  $p = 0.000$ ). Work engagement is positively related to organization outcomes ( $r = 0.85$ ,  $p = 0.000$ ). Work engagement is positively related to empowering leadership ( $r = 0.50$ ,  $p = 0.000$ ).

**Table 1**

Means and standard deviations

Variable	SD	Mean	Variable	SD	Mean
Gender	0.433	1.75	Personal Job Fit	0.70	4.20
Age	5.40	31.00	Personal Group Fit	0.53	3.87
Education	0.42	2.33	Work Engagement	0.68	3.76
Empower	0.63	4.23	Organization Out-	0.90	4.60
Proactive personality	0.45	3.80			

**Table 2**

Correlations for all variables

Variable	Gender	Age	Edu	EL	PP	PJF	PGF	WE	OO
Gender									
Age	0.01								
Education	0.05	-0.03							
Empower	-0.05	-0.06	-0.03	0.90					
Proactive personality	-0.15	-0.06	-0.02	0.40	0.80				
Personal Job Fit	-0.04	0.01	-0.01	0.50	0.40	0.80			
Personal Group Fit	-0.08	0.08	-0.01	0.40	0.50	0.45	0.81		
Work Engagement	-0.05	0.01	-0.02	0.50	0.49	0.57	0.49	0.88	
Organization Outcomes	-0.05	0.01	-0.02	0.91	0.49	0.77	0.69	0.85	0.92

In Table 3 the researcher calculated the Cronbach  $\alpha$  and the results are shown below with good and excellent results for the variables.

**Table 3**

Cronbach  $\alpha$

Variables	Cronbach $\alpha$	Variables	Cronbach $\alpha$
Empowering Leadership	0.912	Work Engagement	0.914
Person-Job Fit	0.801	Proactive Personality	0.93
Person-Group Fit	0.80	Organization Outcomes	0.94
Total	0.88		

### 5.2 Mediation and Moderation Effects

Using SPSS 20 model 1 and model 2 the OLS regression was applied, and the results are shown in Table 4 that Empowering leadership was positively related to organization outcomes ( $0.66$ ,  $p = 0.000$ ).H1 is supported.

**Table 4**  
Mediation Effects.

Variables	Organization Outcomes	
	Model 1	Model 2
Gender	-0.03	-0.01
Age	0.07	0.10
Edu	0.01	0.02
Empowering Leadership		0.66
F	5.34	545.8
DF	5.34	331.2
R <sup>2</sup>	0.02	0.30
DR <sup>2</sup>	0.02	0.29

Using the coefficient test using the PROCESS module 4 in SPSS, the researcher picked 50 bootstrapping samples to find the indirect effects. The results in Table 5 show the indirect effect of empowering leadership on organization outcomes within person job fit (95% CI = 0.22, 0.27), person-group fit (95% CI = 0.10, 0.16) and work engagement (95% CI = 0.71, 0.77) are important. H<sub>2</sub> and H<sub>3</sub> are supported. To check the indirect effect of proactive personality as a moderator in the relationship between empowering leadership and organization outcomes, a moderated regression analysis was found by SPSS.20 in Table 6, the relationship of proactive personality and empowering leadership were all significant in affecting person-job fit (0.07, p = 0.000) and person-group fit (0.12, p = 0.000) and work engagement (0.21, p = 0.000).

**Table 5**  
Bootstrap analysis of the magnitude and statistical significance of the direct and indirect effects

Independent Var	Mediator Var	Dependent Var	Direct/indirect effect (B)	SEM	95 % CI
Empowering Leadership	Work engagement	Organization Outcomes	0.74	0.02	(0.71,0.77)
Empowering Leadership	Person job fit	Organization Outcomes	0.25	0.01	(0.22,0.27)
Empowering Leadership	Person group fit	Organization Outcomes	0.13	0.02	(0.10,0.16)

5.3 Moderated Mediation Test

Proactive personality moderates the indirect effect of empowering leadership on organization outcomes via person-job fit, person-group fit and work engagement as in hypotheses 4 and 5. With 50 bootstrapping samples the results in Table 7 prove the moderation effects, revealing significant moderating effects of proactive personality. The results in Table 7 also show indirect effect of empowering leadership on organization outcomes through person group fit. Also, person job fit and work engagement are important with high and low proactive personality

**Table 6**  
Moderation Effects.

Variables	Person job fit	Person group fit	Work Engagement
Gender	0.02	-0.04	0.03
Age	0.03	0.02	0.02
Edu	0.01	-0.01	0.08
Proactive Personality	0.25	0.38	0.33
Empowering Leadership	0.47	0.25	0.35
Empowering leadership -Proactive Personality	0.07	0.12	0.21
F	4.07	25.97	30.2
DF	4.07	25.97	30.2
R <sup>2</sup>	0.00	0.02	0.06
DR <sup>2</sup>	0.00	0.02	0.06

**Table 7**  
Moderated mediating results.

Moderator Variable Proactive Personality	Effect		Stage	
	Indirect Effect (P <sub>MIX</sub> × P <sub>YMI</sub> )	Direct Effect (P <sub>YX</sub> )	First (P <sub>MIX</sub> )	Second (P <sub>YMI</sub> )
Empowering leadership →P job fit→Outcomes. High PP	0.17	0.33	0.60	0.30
Low PP	0.15	0.47	0.68	0.20
ΔPP	0.02	-0.14	0.08	0.10
Empowering leadership →P Group fit→Outcomes. High PP	0.07	0.33	0.25	0.20
Low PP	0.05	0.47	0.41	0.17
ΔPP	0.02	-0.14	0.16	-0.03
Empowering leadership→Work engagement→Outcomes. High PP	0.24	0.43	0.70	0.50
Low PP	0.17	0.32	0.50	0.42
ΔPP	0.07	0.11	0.20	0.08

## 6. Conclusion

In this research, it has been observed that person-job fit, person group fit, work engagement influenced the connection between empowering leadership and organizational outcomes. Therefore, the study proved the positive relationship between them. Person-job fit influenced the connection between empowering leadership and organizational outcomes person-group fit which affects the connection between empowering leadership and the outcomes proactive personality directly influenced the constructive connection between empowering leadership and person-job fit. Employees' proactive personality may directly impact the empowering leadership on organization outcomes through person-job fit and person-group fit and work engagement. Moreover, this research has proven that empowering leadership could result in organization outcomes in achieving a significant result on Business park co companies in Jordan. The research results recommend that employees with better proactive personality are better and decidedly to empower leadership with higher person-job fit, person-group fit and work engagement. Regarding this, we suggest for organizations to believe in the advantages of choosing proactive employees and applying the fit roles with work engagement roles. However, it would get more from empowering leadership. What's more, organizations should coordinate proactive personalities with leaders' conduct to increase employees' results.

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