

The Role of Empowerment in the Performance of Healthcare Employees

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Abstract

This study which entitled " The Role of Empowerment in the Performance of Healthcare Employees" aims at exploring the main role of empowerment in the performance of healthcare employees in Saudi Arabia. And to find out if there is a positive relationship between empowerment and the employees' performance. The study followed the descriptive and analytical and the sample which consists of (114) a hundred and fourteen participants was chosen purposefully from the maternity and children hospital in Hafr Al Batin, Saudi Arabia during the year 2022. A questionnaire was used as tool to collect the required data. The data were analyzed by Statistical Packages for Social Science (SPSS) programme. The results revealed that the empowerment has great role in the performance of healthcare employees. Moreover, there is a positive relationship between the empowerment and employees' performance. The study recommends that, empowerment should be reinforced by the leaders and managers of healthcare centers so as to move toward a high level of implementation. Saudi healthcare organizations should do more to increase employee empowerment, as this could enhance service quality without the spending of financial resources.

Keywords: *employees, empowerment, performance, healthcare.*

المخلص

الأهداف: هدفت هذه الدراسة إلى استكشاف دور التمكين في أداء العاملين في مجال الرعاية الصحية في المملكة العربية السعودية. ومعرفة إذا كانت هناك علاقة إيجابية بين التمكين وأداء الموظفين. **المنهجية:** اتبعت الدراسة المنهج الوصفي والتحليلي، وتم اختيار العينة بشكل قصدي من مستشفى الولادة والأطفال بحفر الباطن بالمملكة العربية السعودية. تكونت العينة من (114) مائة وأربعة عشر مشاركا من المستشفى المقيدين كعاملين بالمستشفى خلال عام 2022. تم استخدام الاستبانة كأداة لجمع البيانات المطلوبة. واستخدم الباحثون برنامج حزم إحصائية للعلوم الاجتماعية (SPSS) لتحليل البيانات التي تحصلوا عليها بعد استجابة العينة لعبارات الاستبانة. **النتائج:** حسب النتائج التي كشفت عنها هذه الدراسة ، فإن للتمكين دور كبير في أداء العاملين في مجال الرعاية الصحية. علاوة على ذلك، هناك علاقة إيجابية بين التمكين وأداء الموظفين. **الخلاصة:** يجب تعزيز التمكين من قبل قادة ومديري مراكز الرعاية الصحية من أجل التحرك نحو مستوى عالٍ من التنفيذ. يجب على مؤسسات الرعاية الصحية السعودية بذل المزيد من الجهد لزيادة تمكين الموظفين ، حيث يمكن أن يؤدي ذلك إلى تحسين جودة الخدمة دون إنفاق الموارد المالية.

الكلمات المفتاحية: موظفين، التمكين، أداء، الرعاية الصحية.

Chapter One

Introduction

1.0 Background

Empowerment represents the ability of people within organizations to use their own initiative to further organization's development and production. the empowerment practices have great efficient role on employees' performance. Therefore, understanding the relationship between performance and empowerment can help healthcare providers better manage employees stress during the most difficult situations. This understanding is crucial in guiding policies and interventions aimed at maintaining healthcare employees' psychological well-being and their overall performance.

Healthcare employees are often exposed to many occupational stressors such as time pressure, work overload, lack of social support at work (especially from direct supervisors and higher management), and interpersonal conflicts with other staff. Those occupational stressors are related to distress and burnout which can influence staff performance and patient health. Burnout is the result of a chronic stress in the work environment from which an individual manifests emotional detachment and avoidance behaviors as a defense mechanism.

1.1 Problem Statement

Empowerment of employees at the workplace is often misunderstood perception as some managers and leaders assume that employees' empowerment will lessen their authority. But, the fact that empowerment has great role on the employees' performance and leads to achieve the organization objectives as most of the employees likely to become more productive and progressive.

Empowerment of healthcare employees is known as a key factor of organizational performance and occupational health. Nevertheless, empowering the employees remains a real challenge. As in many traditional organizations, healthcare follow a bureaucratic model defined by a managerial culture of control and a stratified organization, which at once weaken

professionals' mastery of their work and hinder their commitment and performance. Hence, a research problem can be formulated in the following question:

What is the role of empowerment in the performance of healthcare employees in the maternity and children hospital in Hafr Al Batin?

1.2 Significance of the Study

The significance of this study can be as follow:

1. This study will help to explore healthcare employee's performance when they give empowerment.
2. This study is supportive to the health sector for conducting additional research to clarify the relation between empowerment and performance.
3. This study is helpful to the managers and leaders so as to adopt the policy of employees' empowerment in order to achieve better performance at their workplace.

1.3 Objectives of the Study

The objectives of this study are to:

1. Explore the role of empowerment in the performance of healthcare employees.
2. Find out that there is a positive relationship between empowerment and the employees' performance.
3. Pay the managers and leaders attention to adopt some of the policies of empowerment in order to achieve better employees' performance at their workplace.

1.4 Questions of the Study

1. What is the role of empowerment in the performance of healthcare employees?
2. Is there a positive relationship between empowerment and the employees' performance?
3. What are the policies that managers and leaders can practice to achieve empowerment and then have better performance?

1.5 Hypotheses of the Study

1. Empowerment has efficient role in the performance of healthcare employees.
2. There is a positive relationship between empowerment and the employees' performance.
3. Some empowerment's policies such as delegating authority, participating in decision-making and taking responsibility lead to employees' better performance.

1.6 Methodology of the Study

Descriptive and analytical methods have been followed to conduct this study. The sample is chosen purposefully from the maternity and children hospital in Hafr Al Batin, Saudi Arabia. The sample consists of (114) a hundred and fourteen participants from the hospital under investigation during the year 2021-2022. A questionnaire is used as a tool to collect the required data, and the SPSS programme is used for data analysis using percentage and means.

1.7 Limits of the Study

The study is limited to the study entitled " The Role of Empowerment in the Performance of Healthcare Employees". The sample of the study is (114) a hundred and fourteen of the employees who work the maternity and children hospital in Hafr Al Batin, Saudi Arabia. This study is conducted during the year (2022).

1.8 Previous Studies

There are not enough previous studies have investigated the levels of structural empowerment and its relationship to healthcare employees' job performance. Structural empowerment varies across entities and cultures according to the structure of their respective healthcare institutions. Most of the previous studies, mainly conducted in Western countries, investigated the concept of "support," which is 1 component of structural empowerment. A literature review on healthcare employees' empowerment recommended further investigation of structural empowerment among nurses in Saudi Arabia. It is known that the success of any work or business depends on the employee's performance. Therefore, given the employees effective empowerment leads to improve the performance of the employees which leads the develop the organization products and achievements. However, studies that search empowerments and its relationship to employee's performance are rare, and almost non-

existent at the healthcare workplaces. Therefore, through the following paragraphs, five previous studies related to the present study were mentioned.

The first study was done by Khalid Abed Dahleez, Mohammed Aboramadan, Nabila Abu shariikh (2022), entitle " Empowering leadership and healthcare workers performance outcomes in times of crisis: the mediating role of safety climate". The main purpose of this study is to propose and empirically test a model on the relationship between empowering leadership and employees' work-related outcomes during the COVID-19 pandemic. the study applied a cross-sectional research design, data were gathered from a sample of (228) full-time staff working in the healthcare sector in Palestine. Data were analyzed using partial least squares-structural equation modeling to examine the proposed hypotheses. The results of this study showed that empowering leadership is related to extra-role behaviors in a time of crisis. Furthermore, the results suggest that safety climate fully mediates the relationships between (1) empowering leadership and OCB and (2) empowering leadership and risk-taking behavior. The study recommended that healthcare administrators should train their supervisors to foster the empowerment philosophy, especially during crisis times, and select leaders with empowering mentality. Besides, healthcare administrators are called upon to consider the critical role of maintaining a safe climate since it is related to employees' outcomes.

The second study was written and conducted by Ta'an, Wafa'a F. PhD, RN; Alhurani, Jumanah MScN, RN; Alhalal, Eman PhD, RN; Al-Dwaikat, Tariq N. PhD, RN, CHPE; Al-Faouri, Ibrahim PhD, RN (2020), entitle "Nursing Empowerment: How Job Performance Is Affected by a Structurally Empowered Work Environment". The purpose of this study is to investigate the level of structural empowerment and explore its relationship with job performance among nurses. A cross-sectional study was conducted with a convenience sample of nurses in 4 hospitals in Jordan. Data were collected using a self-administered questionnaire. The results revealed that a total of (195) nurses responded to the questionnaires, including 88 males (45.1%) and (107) females (54.9%). Overall, participants perceived their work environment to be moderately empowering. There is a significant positive correlation between structural empowerment and job performance. The study concluded that highly empowered nurses display higher performance than less empowered nurses. Nurse managers must create an empowering work environment that supports nurses' job performance positively through structural empowerment. Applying structural

Chapter Two

Literature Review

2.0 Introduction

most of the people when thinking about healthcare employees only two job roles that come to their mind; doctors and nurses. in fact, there are a lot of job roles in healthcare which contribute to patient care and operations, in addition all healthcare jobs are crucial. The unfortunate thing is that they too often go overlooked when the conversation turns to empowering healthcare employees.

“No one is in a position that their job isn’t important,” said Terry Bennett, president of the National Association for Healthcare Recruitment. “It is important that each employee know what their value is, and how what they do matters. The responsibility for that lies with the front line manager.”

In some respects, empowering workers in the healthcare industry isn’t really all that different from any industry. It involves giving employees a voice at all levels of the organization. Empowerment means telling employees that the organization values their work and their opinions; that employees should feel able to express those opinions; that the organization encourages structured and focused risk taking; and that employees understands their role in the larger organizational mission.

2.1 The Concept of Empowerment

Empowerment has become one of the most relevant concepts in the new field of management theory and practice. While the definition varies the essence of this study, empowerment is described as a procedure used to provide workers with the relevant guidelines as well as skills to allow for autonomous decision making which includes responsibility and accountability when it comes to making these decisions within the accepted restrictions which are part and

parcel of the culture of the organization. Nicholls J. (1995) describes empowerment as a 'state of mind and not a verb'. He interprets empowerment is a way of idea and manners rather than anything that is to be done to any person or organization. Empowerment supporters assert that employees' empowerment facilitates the organizations' support and allows workers to take responsibilities for the service stumble upon (Barbee and Bott, 1991; Lashley, C., 1999).

It is obviously that Empowerment has been defined in numerous ways, but most authors agree that the core element of empowerment involves giving employees a discretion (or latitude) concerning some certain task related activities. Randolph (1995) defines employee empowerment as "a transfer of power" from the employer to the employees. Blanchard et al. (1996) for instance argued that empowerment is not only having the freedom to do the job, but also having higher degree of responsibility and accountability. This indicates that management must empower their employees so that they can be motivated, committed, satisfied and assist the organization in achieving its objectives.

Thomas and Velthouse (1990) stated that empowerment is a multidimensional concept and they defined it after a deep research as an increased task motivation which manifested in four conditions: Meaning, competence, self-determination and impact (Spreitzer, G M, 1996).

Meaning: Meaning is the value the worker puts on the importance on a given job, based on the individual's own standards and ideals. It also needs a fit between the job's role and the beliefs, values and behaviors of the individual (Brief and Nord, 1990).

Competence: Competence is the ability or capability to do the tasks or responsibilities that given to the person. Gist (1987) defined competence as the individual's belief in his or her capability to do the tasks with skill.

Self-Determination: Self-determination is the freedom in which an individual makes decisions to do his tasks. so, it is an individual's sense of having a choice in initiating and organizing actions to achieve expected results (Deci, Connell & Ryan, 1989). An examples of self-determination is to make decisions on the way by which work done, it's speed and effort.

Impact: Impact is the degree in which a worker can practice his own strategy, administration or operation to have efficient outcomes at work (Ashforth, 1989). It is also a worker's belief that he has real impact on organization's outcomes and productions.

An employee with an empowered state of mind experiences feelings of:

1. The ability to control over his job.
2. The various ways in which the work is performed.
3. The accountability for personal work output.
4. The self and team responsibility for organizational performance.
5. The sameness of rewards based on individual and group performance.

2.2 The Concept of Performance

In research, job performance is often used as a criterion to measure the effort in the workplace. However, job performance may also be the antecedent in research that examines factors such as work holism, work-life conflict, and unhealthy lifestyle choices.

Job performance is the behavior in which an employee engages on the job. At its most basic, job performance's assessment is about what an employee does and does not do on the job (Aguinis, 2005). However, in job performance's research it is rare to examine the behaviors absent some means of measuring the degree to which the behaviors yield desirable outcomes and results. Traditionally, job performance behaviors are judged to be positive, neutral, or negative in terms of the degree to which the behaviors contribute toward the attainment of the employee's goals, the department's objectives, or the organization's mission (Aguinis, 2005).

Job performance is not a unitary construct. Just as employees and organizations may have more than one goal or objective, there are many different types of behaviors that will result in achieving goals and objectives. An employee may engage in a single behavior that advances multiple goals, but in order to accomplish any one goal, an employee will likely need to engage in a myriad of behaviors. For this reason, it is generally accepted that job performance is multidimensional (Borman & Motowidlo, 1993, 1997; Campbell, 1999). This means that job performance requires different kinds of behaviors.

2.3 The relationship between empowerment and employee performance

Employee empowerment is defined as an act of providing people as well as teams the responsibility to make decisions and working to ensure employees have the necessary support through training and guidance to undertake given responsibility in the right way (Abraiz et al., 2012). The perception of devolving decision making responsibility and authority that puts employees at the frontline to control and improve the quality of service delivery and customer satisfaction in an organization. According to describes empowerment as sharing organizational objectives and goals with employees. These organizational components and information enable employees to make decisions that significantly affect the direction of the organization and performance. Shmailan, (2016) argue that empowerment only exists in an organization when it implements practices that allow for the dissemination of power, knowledge, and information as well as rewards across the company.

On the other hand, employees who are not empowered tend to have little commitment toward their work as compared to those who are empowered. As a result, recent research conducted by the Harvard Business School has noted that for management to improve on its operations, it should encourage employee empowerment by transforming organizational structures to support empowerment. Accordingly, one approach that a business can encourage employee empowerment is through transforming the structure of the organization. Generally, the traditional top-down organization structure restricts employee empowerment. Nonetheless, a horizontal and more flat organizational structure should be implemented to encourage employee empowerment among organizations (Sharma & Arora, 2019). It is high time that organizations need to shift to a more open structure that allows for participative management to empower their workforces (Kumar & Kumar, 2017). Employees can proactively contribute to organizational activities when companies transfer decision-making power to employees. Indeed, this allows employees who are free and empowered to share their opinions and implement appropriate work practices. Authorized and independent employees, as well as the ability to make decisions, are more likely to participate in improving organizational processes. Employee participation is a process designed to encourage workers' commitment to organizational success. According to Baird, Su, & Munir, (2018) suggest that employee involvement is likely to impact cultural change, which could help in significantly reducing

problems within an organization before spreading out. The efforts to prevent poor job performance depend on workers' ability to work and interact with other departments is necessary to improve organizational success.

Studies have found that employees who are empowered can make a decision, and this will down the line to enhance service delivery, which saves the organization money and minimize disputes between the organization and customers (Morrison et al., 1997). Therefore, empowering of workers by applying the right practices to provide them with the opportunity to apply creativity to improve performance in terms of service and product delivery. The empowerment aims to give workers the powers and responsibilities and enhance their self-confidence and give them the freedom to perform the work according to the way they see fit without the intervention of direct management (Neda & Sankar, 2019). To employees, empowerment brings about benefits that make them feel better in regards to the input that they put towards the company. Consequently, these feelings help to increase productivity as it provides employees with a sense of professional and personal contentment. (Pelit et al., 2011) assert that empowered workers give quick responses to customer needs at the time of service delivery. Also, empowering employees makes them feel better regarding their job; hence they end up interacting with customers warmly and enthusiastically. Yusoff et al., (2016) revealed that the empowerment of employees in an organization increases trust among employees and their supervisors. On the same note, once employee realizes that the company they work for intends to appreciate them as critical assets to the organization and not to suck their blood, they will work diligently by responding positively to their supervisor's directives. The controlling interest is to empower employees in the hospitality sector and has contacted them to gain a competitive advantage by improving service quality.

2.4 Empowerment of Healthcare Employees

Empowering staff does much more than boost morale, noted June Fabre, owner of Smart Healthcare LLC, and author of *Smart Nursing: Nurse Retention and Patient Safety Improvement Strategies*. It improves patient safety, lowers healthcare costs and can even generate revenue.

Empowerment can lower healthcare costs by eliminating unnecessary steps in the care process, reducing the need for every matter to be brought to a manager's attention. In one of Fabre's blogs, she recounts the example of a patient asking for a banana, and the ensuing chain of command decisions that must be made before the patient ultimately receives the banana. Fabre's example has the banana costing over \$100 by the time it is given to the patient.

Fabre offered several steps toward creating an environment of empowerment, in which healthcare workers feel they are appreciated and have a stake in the organization's success. Those include:

- Hospitals should empower front line workers to be able to solve problems on the spot.
- The organization should foster a culture of trust, which will encourage employees to act faster on important issues.
- Employers should build a positive work environment, in which respect, consistency and integrity are fostered and protected.
- Collaboration should be encouraged among all departments and employees, so that they collectively work as a team.
- Staff meetings should go beyond operational matters to identify challenges and opportunities for the organization and solicit input on how to best address them.
- Communication should be respectful, informative and frequent.
- Grant authority to employees to solve problems as soon as they are identified.

3.5 Working Environment and Healthcare Employee Performance

Employee morale which is essential for his or her productivity can be impacted in both positive and negative ways by the workplace environment (Ashkanasy, Ayoko, & Jehn, 2014). The workplace environment plays a major role in the performance and productivity of an employee. Most sectors have an unsafe workplace environment and are most time unhealthy too. An unsafe health facility environment such as unsuitable furniture, poorly designed workstations, lack of ventilation, excessive noise, inappropriate lighting, poor supervisor support, poor work space, poor communication, poor fire safety measures for emergencies, and lack of personal protective equipment, can adversely affect the productivity of the employee (Martin & Akpan, 2017).

Healthcare employees in such environment are exposed to occupational diseases such as heat stress, deafness, ergonomic disorders and suffocation. Healthcare employee's productivity and performance can decrease due to poorly planned workplace environment as this adversely affects their morale and may give rise to poor motivation and no job satisfaction as a result, it becomes a challenge for the management to provide a safe work environment for the workers to ensure health, efficiency, productivity and good performance. The relationship between the healthcare employees, work and the workplace environment is very crucial and hence it becomes an integral part of work itself (Liao & Chuang, 2014). Management effort in ensuring an active workforce should be focused on employee personal motivation and the infrastructure of the work environment.

According to Martin and Akpan (2017) the physical environment which includes office design, lighting, ventilation and other basic amenities seem to have a great impact on the performance of workers in the health facility. In their study it was revealed that a large number of staff felt satisfied about their location and office space where they stay and were also satisfied with other amenities including furniture, lightings, toilets, color of the office walls and the roof structure. The authors concluded that the physical environment of the workplace has a positive impact on healthcare employee's productivity .

The social life as well as the environment in any health facility has a crucial role to play in the employee's performance and productivity. Having a cheerful and happy health worker will encourage and guide the patients and make them comfortable around the facility (Khanna,

2012). Furthermore, it was revealed that 89% of the staff felt team spirit will make a large impact on performance while the majority indicating that it is crucial to get encouragement from immediate supervisors to perform better. According to Harley and Sargent (2010) interpersonal relationship among workers also plays a crucial role in employee's productivity.

Several research has presented a general consensus through sufficient evidence that the work environment that employees carry out their jobs affects both the job satisfaction and overall 16 performances. When the employees are not satisfied with their respective working envier.

Chapter Three

Methodology of the Study

3.0 Introduction

This chapter is assigned to discuss the procedures followed to conduct the study. Sampling, tools of data collection and tools for data analysis was discussed in detail. Besides, validity and reliability of the questionnaire was also dealt with. This study aimed at exploring the role of empowerment in the performance of healthcare employees, and finding out the relationship between the empowerment the employees' performance among the healthcare sector in the Kingdom of Saudi Arabia. The research design used for this study is descriptive analytical one, as, in this design, the focused topic is described by explaining and discussing its related characteristics.

3.1 Data Collection Methods

Data collected for this study was through primary and secondary data sources. Primary data were collected through questionnaires, while secondary data was through different journal articles and the internet. The data was reviewed to extract relevant information on this study, form a platform for the design and to formulate the research framework.

3.2 The Sample

The sample of this study consisted of one hundred and fourteen (114) participants from the Maternity and Children Hospital in Hafr Al Batin, Saudi Arabia, during the year 2021-2022.

3.3 The Tool

In order to get all the necessary data, a questionnaire was used as a tool to collect the necessary required information. The design of this tool is discussed in the following sub-sections.

3.4 Content of Questionnaire

The instrument in this study was a questionnaire. It was designed on the basis of the hypotheses of the study after a comprehensive investigation into the field of humanities and social studied concerning management. The participants were asked four (4) questions to measure the task for each domain, participants indicated their answers using a 5-point Likert scale (*strongly agree* to *strongly disagree*) to give their own point of views. And, the data were collected through an online survey, different statistical and econometric techniques were applied, using the Statistical Package for the Social Sciences (SPSS 25.0), results were displayed in the form of percentages and means.

The questionnaire was divided into two parts. The first part was about the demographic information of the participants, such as their age, gender, experience, marital status, to help the researchers point towards how employee empowerment processes affect their performance in the organization. The second part of the questionnaire was about the variables that have been selected for the study and included three domains. The statements of the questionnaire were designed according to the following domains:

Domain (1): included the first four statements which are concerned the role of empowerment in the performance of the healthcare employees.

Domain (2): included the second four statements which concerned the empowerment and its relationship to the employees' performance.

Domain (3): included the third four statements which aimed at investigating some effective policies that can be used to improve the employees' performance when the leaders and managers adopt empowerment.

3.4.1 Validity of the Questionnaire

To test the face validity, the questionnaire was judged by three long experienced university members who work in university of Hafr Al Batin. They gave comment on the questionnaire's statements and then the questionnaire was modified according to their suggestions. To ensure the questionnaire's content validity the researchers, after typing the questionnaire in its final version, distributed it to fifteen (15) participants from a pilot sample.

Then this pilot sample was collected and the majority of the participants commented that the questionnaire was clear and had content validity.

3.4.2 Reliability of the Questionnaire

Reliability is a term used when the assessment tool has the ability to perform accurately its intended purpose when it is applied again over time. There are number of methods that can be adapted to measuring the reliability of questionnaire; the researchers uses Cronbach's Alpha to check the reliability, also, Pearson's correlation analysis was used to find out whether there was a positive relationship between the employees' performance and the empowerment practice.

The common measure of correlation "Pearson's Correlation Coefficient" is applied with its following formula:

$$R_{XY} = \frac{N \sum X Y - \sum X \sum Y}{\sqrt{[N \sum X^2 - (\sum X)^2] [N \sum Y^2 - (\sum Y)^2]}}$$

Where

r = correlation

R= Reliability of the test

N: number of all items in the test

X: odd scores

Y: even scores

Σ : sum

$$R = \frac{2*r}{1+r}$$

$$V = \sqrt{\text{reliability}}$$

$$\text{Correlation} = 0.75$$

$$R = \frac{2*r}{1+r} = \frac{2(0.75)}{1+0.75} = \frac{1.5}{1.75}$$

$$\text{Reliability} = 0.86$$

Table 1: Reliability statistics

Variables	No. Of Items	Cronbach's Alpha
Empowerment	4	0.86
Performance	4	
Policy of empowerment	4	

By running a reliability test to the data, the value of Cronbach's Alpha was found to be (0.86) which means that instrument was (86%) reliable as shown in table 1. Based on this statistical result, it is clear that the questionnaire has adequate reliability.

In the next chapter, data analysis procedure will be presented.

Chapter Four

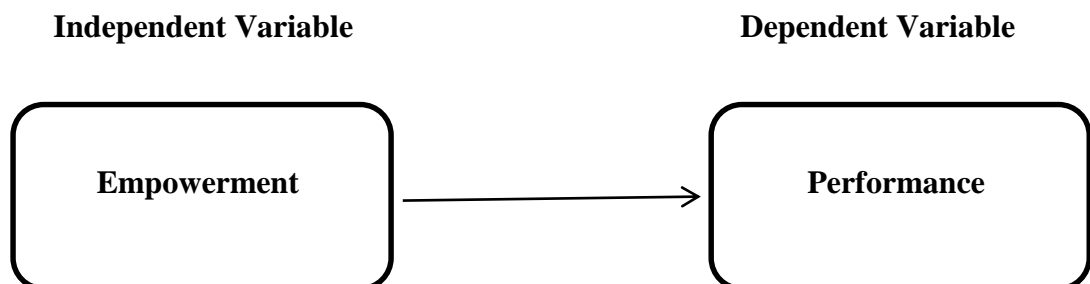
Results and Discussion

4.0 Introduction

This chapter is limited to the presentation, analysis and discussion of the results of the questionnaire. The data gathered from the mentioned tool was analyzed, discussed and interpreted. Then the results were discussed in relation to the hypothesis.

4.1 Theoretical Framework

This research model is used to find the role and the relationship of empowerment on the employees' performance in the healthcare sector of Saudi Arabia. By using this framework, it can be helpful to identify and develop the relationship of empowerment to enhance the performance level of these employee's in order to improve.



The researcher also relied on the following criterion in judging the estimation of the arithmetic means for the items of the questionnaire:

Table (2): Estimation of arithmetic means

Less than or equal to (2.33)	Low
Greater than (2.33) and less than (3.67)	Average
Greater than or equal to (3.67)	High

4.2 The Analysis of the Questionnaire's Results

This study explores the role of empowerment in the performance of healthcare employees on the basis of the following hypotheses:

- **H1:** Empowerment has efficient role in the performance of healthcare employees.
- **H2:** There is a positive relationship between empowerment and the employees' performance.
- **H3:** Some empowerment policy such as delegating authority, participating in decision-making and taking responsibility lead to employees' better performance.

4.2.1 table (3): Demographic characteristics of the participants

Characteristics	Number	Percentage
Gender		
Male	55	48.2%
Female	59	51.8%
Marital Status		
Single	28	24.6%
Married	86	75.4%
Age		
Below 25 years	10	8.8%
26 to 35 y	75	65.8%
36 to 45 y	23	20.2%
Above 45 y	6	5.2%
Education level		
Bachelor	25	21.9%
Master	30	26.3%
PhD	10	8.8%
Others	49	43.0%
Years of experience		
Below 5 years	10	8.8%
6 to 10 y	33	28.9%
11 to 15 y	57	50%
Above 15	14	12.3%

The results which were displayed in table (3) showed that a total of hundred and fourteen (114) out of hundred and ninety-seven (197) participants completed the survey questionnaire (response rate: 58%; n = 114). All participants are frontline healthcare employees working in different departments. The gender distribution of the respondents is 48.2% (n = 55) male and

51.8% (n = 59) female, and most of them are married 75.4% (n = 86) while only 24.6% are single (n = 28). Most of the participants are youth employees as the largest percentage 65.8% of them (n = 75) are between 26 and 35 years of age, and 20.2% (n = 23) are between 36 and 45 years of age. The participants also represented four different educational levels: 43.0% (n = 49) have some other degree, while 26.3% (n = 30) have Master degree; 21.9% (n = 25) hold Bachelor degree; and only 168.8% (n = 10) have PhD degree. Half of the participants 50.0% (n = 57) have 11 to 15 years of experience as frontline healthcare employees, and only 8.8% (n = 10) have less than 5 years of experience. (Table 1).

4.2.2 The first domain concerning the first hypothesis, table (4)

"Empowerment has efficient role in the performance of healthcare employees"

Table (4) (Empowerment)

Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	Standard deviation	Interpretation
Keeping you aware of clear roles and organizational goals can increase your creative innovations.	44	47	18	3	2	4.14	0.87	High
	38.6%	41.2%	15.8%	2.6%	1.8%			
Completing daily tasks in different ways can help you gaining confidence to conduct the work.	25	58	20	7	4	3.85	0.95	High
	21.9%	50.9%	17.5%	6.1%	3.5%			
Engaging you in taking responsibilities is an effective way for boosting your performance and productivity.	47	55	10	1	1	4.30	0.68	High
	41.2%	48.2%	8.8%	0.9%	0.9%			
Including you in decisions making, will allow for implementation of positive changes which improve your performance.	45	44	11	8	6	4.04	1.07	High
	39.5%	38.6%	9.6%	7.0%	5.3%			
Total	161	204	59	19	13	4.8	0.76	High
	35.3%	44.7%	12.9%	4.2%	2.9%			

Table (4) mentioned above showed the numbers, percentage, mean and standard deviation results of the respondents regarding employee autonomy and then their interpretation according to the criterion the estimation of the arithmetic means which all showed high interpretation. The results showed that the overall employees' point of views about the empowerment's role on the employees' performance was agreed with the numbers, percentages, mean, and the standard deviation (204, 44.7%, 4.8 and 0.76) respectively. These results strongly proved the first hypothesis. The chart below displayed the results of this domain:

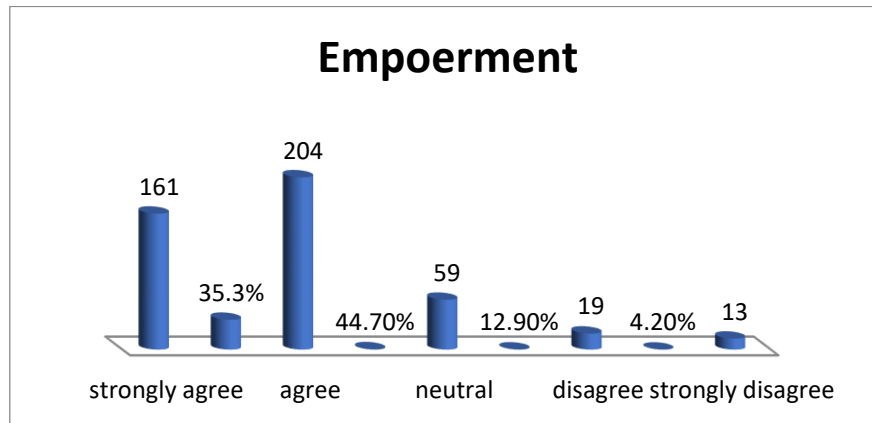


Chart (1)

4.2.3 The second domain concerning the second hypothesis, table (5):

"There is a positive relationship between empowerment and the employees' performance"

Table (5) (performance)

Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	Standard deviation	Interpretation
Building confidence between healthcare employees, leads to job satisfaction and better performance.	34	58	14	5	3	4.03	0.90	High
	29.8%	50.9%	12.3%	4.4%	2.6%			
Providing financial and moral supports motivate healthcare employees to put up with the high-pressure situations.	38	54	17	4	1	4.11	0.80	High
	33.3%	47.4%	14.9%	3.5%	0.9%			

A leader who is able to include and empower his employees will see overall performance improvement.	40	47	21	3	3	4.05	0.90	High
	35.1%	41.2%	18.4%	2.6%	2.6%			
An empowered, satisfied healthcare organization has better outcomes and greater efficient services.	43	47	20	3	1	4.11	0.87	High
	37.7%	41.2%	17.5%	3.3%	0.9%			
Total	155	206	72	15	8	4.08	0.71	High
	34.0%	45.2%	15.7%	3.3%	1.8%			

From the above table (5) results showed that the relationship between confidence and job satisfaction was high, and its relation to employees' performance recorded an overall mean of (4.03) and a standard deviation of (0.90). Regards to the relationship between financial and moral supports and motivation were high, and has positive affection on the employee's performance, it was found to have an overall mean of (4.11) and a standard deviation of (0.80). The relationship between including and empowering employees and impact on the level of perceived employee performance was found high to have an overall mean of (4.05) and a standard deviation of (0.90). At the same time, the relationship between empowered, satisfied healthcare organization and its influence level on perceived employee performance was high and had an overall mean of (4.11) and a standard deviation of (0.87.) respectively. The chart below displayed the results of this domain:

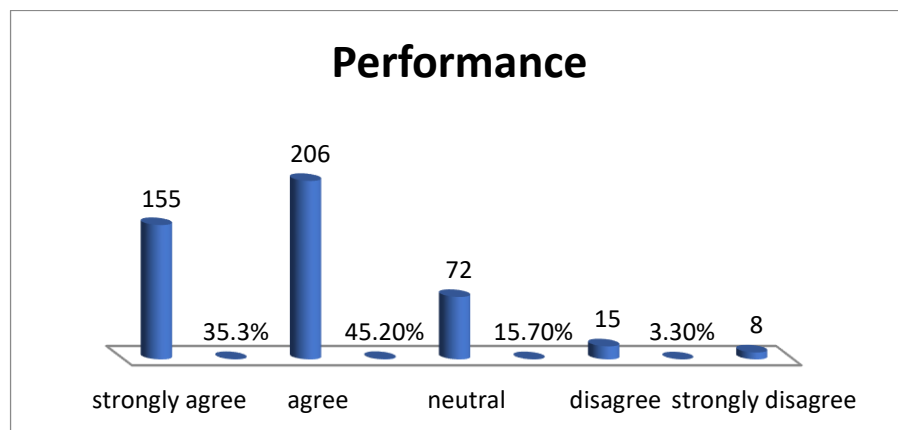


Chart (2)

4.2.4 table (6): The correlation between empowerment and performance

	Empowerment	Performance
Empowerment		
Pearson Correlation	1.000	.699**
Sig. (2-tailed)	.	.000
N	114	114
Performance		
Pearson Correlation	.699**	1.000
Sig. (2-tailed)	.000	.
N	114	114
** Correlation is significant at the 0.01 level		
a. Dependent Variable: employees' performance		
b. Predictors: (Constant), Empowerment		

Source: Prepared by the researchers from the data of the study 2022

The table (6) correlation assessment is carried out to help understand the relationship between the two variables. In this case, the correlation test helps to understand the connectivity between employee empowerment and the level of performance. From the above results, the 2 tailed significant values are (.000). This is less than the p-value of (0.05); indicate the second hypothesis (There is a positive relationship between empowerment and the employees' performance) is accepted. The correlation coefficient (0.699) shows that the two variables are moderately related to each other. Moreover, the relationship between the two variables is positive, which means if the level of empowerment is increased, employee performance level will also increase. The p-value =.000 tells that the relationship is statistically significant. This result strongly proved the positive relationship between empowerment and the employees' performance.

4.2.5 The third domain concerning the third hypothesis, table (7):

"Some empowerment policies such as delegating authority, participating in decision-making and taking responsibility lead to employees' better performance"

Table (7) (Empowerment Policy)

Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	Standard deviation	Interpretation
You usually accomplish the work that is expected of you when given enough authority.	31	49	27	4	3	3.89	0.94	High
	27.2%	43.0%	23.7%	3.5%	2.6%			
You determine how best to do your work when given appropriate responsibility.	26	66	18	4	2	4.00	0.75	High
	22.8%	57.9%	15.8%	3.5%	1.8%			
You feel satisfied about your work when involving in decision-making.	28	58	23	4	2	3.96	0.82	High
	24.6%	50.9%	20.2%	3.5%	1.8%			
Work is done perfectly when you have opportunities to practice empowerment	29	62	14	3	3	4.00	0.84	High
	25.4%	54.4%	12.3%	2.6%	2.6%			
Total	114	235	82	15	10	4.08	0.61	High
	25.0%	51.5%	18.0%	3.3%	2.2			

From the above table (7) results showed that the policy given enough authority was highly related to employees' performance recorded an overall mean of (3.89) and a standard deviation of (0.94). Regards to the policy given the employees appropriate responsibility, it was found to have an overall mean of (4.00) and a standard deviation of (0.75). the policy of involving the employees in decision-making, was found high to have an overall mean of (3.96) and a standard deviation of (0.82). At the same time, the policy of given the employees opportunities to practice empowerment was high and had an overall mean of (4.00) and a standard deviation of (0.84.) respectively. These results strongly proved the third hypothesis. The chart below displayed the results of this domain:

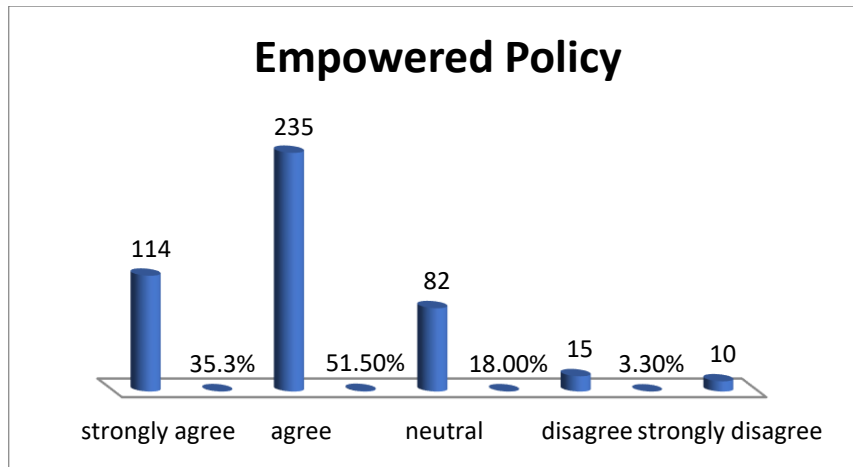


Chart (3)

4.3 Testing the First Hypothesis

Empowerment has efficient role in the performance of healthcare employees.

The first hypothesis is verified by the results of the first four statements of the questionnaire, table (4). The results showed that the overall employees' point of views about the empowerment's role on the employees' performance was agreed with the numbers, percentages, mean, and the standard deviation (204, 44.7%, 4.8 and 0.76) respectively. These results strongly support the first hypothesis.

4.4 Testing the Second Hypotheses

There is a positive relationship between empowerment and the employees' performance

The results illustrate in tables (5) represent the participant's responses to the questionnaire's statement concerning the second hypothesis. The overall results of the relationship between empowerment and employees' performance, was very high and had an overall mean of (4.08) and a standard deviation of (0.71) respectively. While, table (6) showed the results of the correlation coefficient (0.699) and proved that the two variables are moderately related to each other. Moreover, the relationship between the two variables is positive, which means if empowerment is increased, employee performance level will also increase. The p-value =.000 tells that the relationship is statistically significant. This result strongly proved the positive relationship between empowerment and the employees' performance. So, the results indicate that this hypothesis is supported by the questionnaire's results.

Chapter Five

Conclusion and Recommendations

5.0. Introduction

This chapter is limited to the conclusion of the study, summary of findings, and recommendations concerning the study. A number of suggestions for further studies are also included.

5.1 Conclusion

The present study was conducted to investigate the performance of EFL students in using and understanding phrasal verbs in oral discourse. The main objective was to find out the performance of EFL students in using opaque and transparent phrasal verbs in oral discourse. Two tools of data collection were used; a questionnaire for EFL university teachers and a test on phrasal verbs for EFL university students. Both the tools were manually scored and analyzed using simple percentage. The results of both tools strongly support the study's hypotheses. The study has reached the following findings:

5.2 Results of the Study

The results of this study indicated that empowerment has great role in the performance of healthcare employees. The research results also found out that there is a positive relationship between the empowerment and employees' performance. In addition, the results showed that there is some policy that can be used to adopt empowerment at healthcare working place such as delegating authority, participating in decision-making and taking responsibility lead to employees' better performance.

5.3. Recommendations

Based on the findings of the study, the following recommendations can be made:

1. Healthcare leaders and managers should reinforce the practice of employee empowerment, furthermore, they should continuously move toward a high level of implementation

2. Saudi healthcare organizations should do more to increase employee empowerment, as this could enhance service quality without the spending of financial resources.
3. Healthcare management should be aware that some policy such as decision-making, taking responsibility and power delegation have both valuable and vital impact on the performance and environment of healthcare organizations
4. Healthcare employees should be trained, developed and given opportunities to increase their competence and ability to handle challenging jobs. Training and development opportunities will encourage them to be involved in the organization.
5. Managers should provide employees with the right mix of information, knowledge, power and rewards to energizes them for better performance.
6. Organizations should adopt a participative management style where employees responsible for the tasks is involved in the decision-making process.

By implementing the above recommendations, managers can create an environment that empowers employees to increase the level of commitment for survival and sustainability of organizations. The present study focused on the review of prior literature on the subject, which somewhat limits its applicability. Nevertheless, it informs managers of the need to create a climate that supports employee empowerment. Additionally, it highlights the role empowering leadership plays in promoting employee tasks performance. Further studies should empirically examine other consequences and antecedents of employee empowerment and empowering leadership in varying contexts.

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