



Impact of job involvement and employee engagement on job satisfaction under empowering leadership in private hospitals

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Submitted: 02 May 2022

Revised: 10 August 2022

Accepted: 15 August 2022

ABSTRACT

One key element for most employees in every well-run and prosperous institution was job satisfaction. The goal of the article is to examine the effects of job involvement and employee engagement under an empowered lead on job satisfaction. Since the hospital is closely tied to everyone's health and was my area of interest, the study population consists of all of the personnel in Pakistan's private hospital industry. The researcher used leadership descriptive analysis with a correlation approach. A total of 162 sample sizes of employees working in different hospitals used a simple random sampling method. Descriptive statistics using SPSS involved frequency table, regression and correlation applied for data analysis. The model depicts a significant and favorable association between job involvement, employee engagement, empowering leadership, and job happiness, according to the study's findings. Therefore, we can say satisfied employees are more involved and engaged with their work and are more productive. To improve employee performance and productivity, every firm should devise measures that bolster a positive work environment and raise employee happiness.

Keywords: *Job Satisfaction; Job Involvement; Employee Engagement; Empowering Leadership*

1. INTRODUCTION

Employees spend the majority of their lives at work. They encounter a variety of situations, such as times when they feel better and times when they don't. According to Fisher (2010), job satisfaction has both a cognitive and an affective component and is similar to a research definition of a pleasant emotional state brought on by an evaluation of one's work experiences (Tietjen & Myers, 1998). Job satisfaction has been the subject of numerous studies. Due to its connection to employee engagement and job involvement, job satisfaction has become a crucial topic. According to Ellickson and Logsdon (2002), one of the most well-known organizational psychology research subjects, job satisfaction is defined as the degree to which people like their work. The nature of the job and the expectations that the job provides to an employee determine whether an employee is satisfied or dissatisfied with their job. This study's goal is to determine whether and how

independent factors affect the dependent variable according to the study model that has been established.

Only satisfied employees can be productive and creative, so these employees help to their institute by competing the critical situations. Every well-known company is already aware of this fact and that's why more specialist person analyses and monitor the level of employee satisfaction with their job. Therefore, in this paper researcher looking the factors that influence employee satisfaction with their position. According to definitions, job satisfaction is an enjoyable mental state brought on by valuing one's job, an effective response to one's employment, and behaviour toward one's job (Kumari & Pandey, 2011).

The purpose of this study was to see the impact of job involvement, Employee engagement on job satisfaction under empowering leadership. Because the job satisfaction is linked with life satisfaction, so people behave differently with respect to their job. Compared to those working in public emergency departments, private emergency department staff reported much lower levels of job satisfaction. Promotion and compensation received the lowest scores from both groups in this domain. Compared to employees in other work roles, doctors were more likely to have low job satisfaction. To achieve this several competing configuration models will be investigated. The first model of the study examined the impact of job involvement and employee engagement on job satisfaction. In the second model this study examined the moderating impact of empowering leadership on job satisfaction. In the study researcher use the job involvement and employee engagement as the independent variables and job satisfaction as the dependent variable.

This study seeks to address issues of employee job satisfaction in private hospitals in Pakistan. For the welfare and retention of employees, measuring job satisfaction is essential. Research is still needed to determine why employees in private hospitals are less satisfied with their jobs and what can be done to change this. The study specially focusses on the employee engagement and job involvement of private hospital employees under empowering leadership.

Some research has shown that satisfied employees are thought to be more productive. Job satisfaction was related to increases in productivity, it has important according to economic concern. Having job satisfaction is related to high job performance (Judge et.al, 2001). Higher job satisfaction is lead to higher performance of work (Lawler & Porter, 1967). This study is to focus on job satisfaction level of hospital workers regarding job involvement, employee engagement under empowering leadership and suggests measures that might be helpful to improve the job satisfaction of the employees. On the other way if workers are dissatisfied with their jobs they are thought to be less productive.

The research attempts to address the gap raised in the literature by examining the impact of job involvement on job satisfaction in private hospitals in Pakistan (Khan & Nemati, 2011). Additionally, the impact of employee engagement on job satisfaction is investigated (Saks, 2006). Furthermore, the moderating impact of empowering leaders on job satisfaction (Castro et al., 2008).

The article contributes to sociological knowledge especially in the field of medical organizational studies. The finding from this study will be useful for further studies. The article suggests the ways by which employees can be motivated to put extra energy towards the profit of the organization. Article also enables the organization especially the administration to know the views of employees, in this way managerial skills can be improving.

2. LITERATURE REVIEW

2.1. JOB INVOLVEMENT

In every business, job involvement is essential. It may have an impact on both the organization and the employees. Employment engagement is the extent to which a person actively engages in their work and the significance of their job to their sense of identity (Lawler & Hall, 1970). It speaks about a person's psychological connection to their employment (Akpan et.al., 2007). It affects how much a person supports an organization's goals, resulting in increased production and efficiency (Brown, 1996). Lodahi and Kejner created the original notion of job involvement in 1965. (Khan & Nemati, 2011). The extent to which a person's self-respect was impacted by his or her work performance was how they described job participation. Organizational justice has been shown by some researcher that to increase employee engagement.

Numerous research has indicated that factors like work performance, organizational citizenship behavior, and absence from duty are significantly impacted by factors like job satisfaction and workplace involvement (Judge et.al, 2001). Some researcher investigated work satisfaction and job involvement. The goal of this study was to learn how employees felt about their involvement in and happiness with their jobs. The results demonstrate that engineers are not as engaged in their jobs as managerial level personnel is. According to Bhatia and Mohsin. (2020), work involvement is the fundamental component of organizational efficiency. So,

H1: Job involvement has significantly positive effects on job satisfaction.

2.2. EMPLOYEE ENGAGEMENT

By creating the conditions for the well-being of human resources and each employee, manager, and executive manager to devote himself completely to his work in to of the best hard work in the best interest of the business, the theory of employee participation represents a way to achieve the strategic goal of the organization (Haralayya, 2022). Engaged employees are more productive and more profitable than employees who are not engaged with their organization. Engagement means the employee's heart and mind is engaged are the work and the organization has also addressed their emotional engagement. Personnel who are engaged with their organization are more productive and lucrative than disengaged employees. When an employee is engaged, their heart, head, and emotions are all invested in their work, and their employer has taken emotional involvement into consideration. By coordinating their efforts with the company's strategic

goals, engaged employees contribute to the achievement of organizational objectives. Employee involvement was characterized differently by several scholars. Employee engagement is described as a positive attitude on the part of the employee toward the firm and its worth. According to some researcher, encouraging individuals to perform to the best of their abilities at work is a key component of employee engagement. Employee engagement measures how eager and driven they are to put forth effort and willingness on behalf of the company.

Employees that are happy in their jobs can form strong bonds with their coworkers and employers. According to Spector's (1997) research, contented employees are more cooperative, more reliable, and remain with a company longer than disgruntled ones. Employee engagement is the degree to which employees are committed to and satisfied with their work. Employees who are emotionally invested in the firm are engaged with it (Saks, 2006). The alignment of maximum job enjoyment and maximum job contribution results in the engagement of the employee. Separating employee engagement from job satisfaction, Towers Parrin's executive director claimed that the latter is the best indicator of a company's effectiveness. So,

H2: Employee engagement has a positive relation with job satisfaction.

2.3. EMPOWERING LEADERSHIP

Empowering leadership is essential in every organization because it allows staff members to grow personally. According to Chemers (2007), leadership is the social influence process that enables one person to enlist the assistance and support of others to achieve a common goal. Through delegation, the transfer of organizational power, and the use of employees' creativity, psychological empowerment influenced by empowering leadership (EML) in the workplace context enhances employee empowerment, mindset, and skill development that favorably drives desired outcomes and success (Huertas-Valdivia et al., 2019). Leaders and team members must collaborate to increase knowledge through exchanging life experiences, talents, and intellect. Psychological empowerment is crucial in helping people develop their talents, including their confidence, respect for oneself and drive. The empowerment of employees in an organization is significantly influenced by communication, rewards, leadership, and organizational culture (Samad, 2007). Employees should be empowered to decide for themselves and develop the confidence to manage situations without direction (DeRosa & Lepsinger, 2010) so,

H 3: Empowering leadership has a positive effect on job satisfaction

2.4. MODERATING ROLE OF EMPOWERING LEADERSHIP BETWEEN JOB INVOLVEMENT AND JOB SATISFACTION

According to a study researchers have discovered that empowerment has a beneficial impact on job satisfaction (Castro et al., 2008). Employee satisfaction can be attained in a variety of ways, such as when they perceive their work as meaningful (Hackman and Oldham, 1980), feel capable of completing tasks (Hartline & Ferrell, 1996), and feel in control of their work (Thomas & Tymon, 1994). Empowering leadership was linked to both

job performance and job happiness, according to Seibert et al. (2011), the only way to maximize business value and profitability is through employee empowerment (Stanley et al., 2005). Employee empowerment improves leadership satisfaction, which raises engagement, loyalty, and commitment among workers while lowering cynicism and quit-intentions (Ahmad & Gao, 2018). Additionally, frontline hotel employees' job stress is positively significantly correlated with transformational leadership behaviors (Salem, 2015). Importantly, in the hospitality sectors, unproductive behaviors are associated with how employees perceive the organization's leadership support and the ethical climate at work. This support then influences employees' subjective well-being, self-rated job performance, and engagement at work (Kim & Qu, 2019). Empowering leader's strategies should focus on fostering trust to enhance attitudes, behaviors, and performance in the labor-intensive tourism and hospitality sectors. They should also include good interpersonal relationships inside teams and between teams and organizations (Shehawy, 2022). So,

H4: empowering leadership moderates the relationship between job involvement and job satisfaction in such a way that increases in empowering leadership to strengthen the said relationship.

2.5. MODERATING ROLE OF EMPOWERING LEADERSHIP BETWEEN EMPLOYEE ENGAGEMENT AND JOB SATISFACTION

Power sharing is a component of empowering leadership that raises staff engagement and motivation (Kirkman & Rosen, 1999). Few research has examined the relationship between empowering leadership and workforce engagement. When Tuckey et al. (2012) looked at the connection between empowered leadership and job engagement, they discovered that the latter was stimulated. The leadership of any organization determines how engaged its workforce is. According to Harter et al. (2002), leadership has been cited as one of the main contributors to employee work engagement. Employee capacity should be increased by fostering teamwork, facilitating, engaging, and giving employees more control (Manz & Sims, 1987). According to Arnold et al. (2000), leaders that act more empowering will boost their employees' perceptions of self-efficacy and eliminate their sense of helplessness. Self-efficacy, as described the belief that a person has his or her capacity to do a task successfully. Positive relationships exist between employee empowerment and work attitudes, performance, and perceived organizational reputation (Zhou et al., 2018). Employee turnover is high in the hotel sector (Zhao & Ghiselli, 2016), hence managers must assist empowered personnel. Employee engagement, which is managed by leadership, can result in both employee citizenship behavior to stick around and experience of vigor, dedication, and job embeddedness (Huertas-Valdivia et al., 2019). According to academic research, empowering employees and granting them job autonomy through the promotion of leader trust and respect results in effective and encouraging management (Ghaedi et al., 2021). Therefore,

H5: empowering leadership moderates the relationship between employee engagement and job satisfaction in such a way that increases in empowering leadership to strengthen the said relationship.

2.6. RESEARCH MODEL

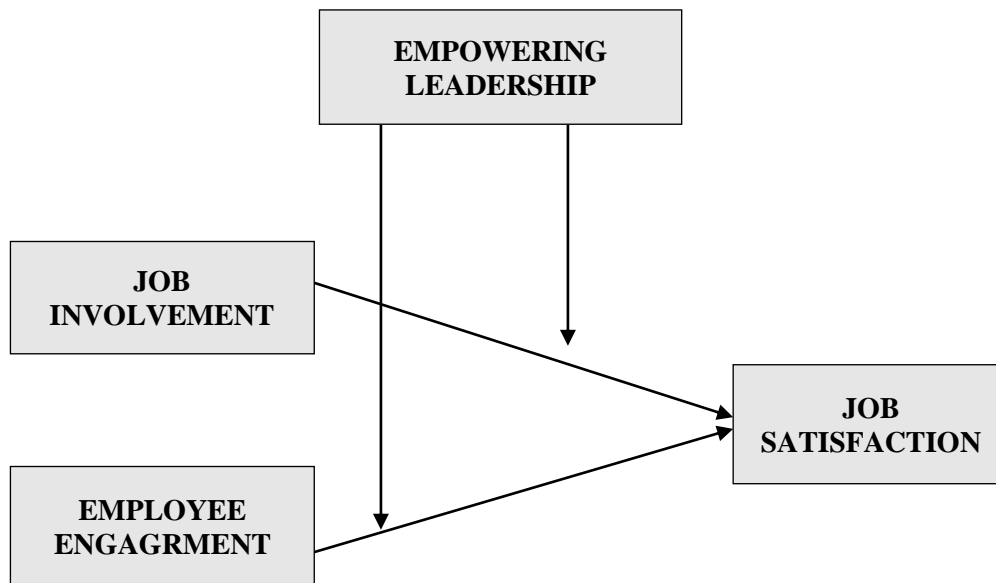


Fig. 1. Research Framework

3. RESEARCH METHODOLOGY

3.1. RESEARCH DESIGN

Both pure and practical research employs a variety of research designs, the use of which depends on the nature of the data, the interrelationships between the variables, and the field of investigation. The current study, however, is causal because it seeks to establish a link between job involvement, employee engagement, job satisfaction, and effective leadership. responses on a 5-point Likert scale from respondents. Study descriptive can assist in supplying what, who, where, when, and how answers to the research concerns. Similar to this, causal study designs are used to gather relevant data on the phenomena under study. These designs also show the relationships that exist between different variables in a given context.

3.2. DATA COLLECTION

162 questionnaires were distributed among employees working in Private hospitals in Pakistan. Employees were asked to report about their job involvement, employee engagement, empowering leadership and job satisfaction. Demographic variables in the present study were gender, marital status and age. Data about demographic was collected.

3.3. POPULATION

The focus population of this study is the private hospital in Pakistan. Total of 162 questionnaires were distributed among employees working in different private Hospitals in Islamabad and Rawalpindi. Each questionnaire has an attached cover letter explaining the purpose of the study to the respondents. Questionnaires were filled by the willingness to participate by the employees. The cover letter also explains that the present data will be used for academic purposes without highlighting any specific organization or employee. Furthermore, confidentiality of information to employees was also ensured to drive out their hesitation in filling out the questionnaire.

3.4. SAMPLING

It was not possible to collect data from all employees working in a private hospital in Pakistan. There are times and resource restraints that restrict data collection from all populations. Sampling is done for making the possible representation of all Populations. The two types of sampling techniques that are typically used in social science research are probability sampling and non-probability sampling. Furthermore, sampling based on probability is known as representative sampling, and sampling based on non-probability is known as judgmental sampling. Each population component is equally represented in probability sampling; however, this is not the case for a non-probability sampling of the population.

Due to the social behavior of our community, it is very difficult to determine the precise level of job satisfaction in the current study. Therefore, a non-probability sampling technique was adopted. The process of sampling is used to collect replies from respondents. 162 people made up the sample. Age, marital status, and gender were the demographic variables considered in this investigation.

3.4.1. Scales and Measures

The questionnaires used in the current study to collect data were adapted from those used in earlier research on empowering leadership, employee engagement, and work involvement. The validity of these accepted questionnaires was then examined using SPSS and Cronbach's alpha. All of the questions were graded on a five-point Likert scale. Strongly disagree is represented by 1 for strongly disagree, 2 disagree, neutral is represented by a 4, and disagree by a 5. Gender, marital status, and age are among the demographic questions included in the questionnaire's first section.

3.5. DATA ANALYSIS TECHNIQUE

Data analysis was done in SPSS. Reliabilities, Normality, Correlations, Regression analysis, and moderation analysis were tested through SPSS. General relation, direction and its significance were carried out through correlation analysis. Regression analyses were performed to regress the dependent variable on the independent variable. The impact of the control variable was tested via ANOVA in SPSS.

4. RESULTS

4.1. DEMOGRAPHICS OF RESPONDENTS

In the article the demographic of the respondent are gender, age and marital status. 200 questionnaires were distributed to the employees working in a private hospital of Pakistan. 162 questionnaires were received that were enough for the study.

Table 1. Demographics of Respondents

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	107	66.1	66.1	66.1
Female	55	33.9	33.9	100.0
Total	162	100.0	100.0	

Table 1 shows that a total number of respondents is 62 out of which 41 (66.1%) are male and 21 (33.9%) are female. The target audience was both male and female employees of a private hospital in Pakistan.

Table 2. Respondents' Marital Status

Relationship	Frequency	Percent	Valid Percent	Cumulative Percent
Single	133	82.3	82.3	82.3
Married	29	17.7	17.7	100.0
Total	162	100.0	100.0	

Table 2 shows the statistics of respondents' marital status. Out of 162 sample size, 133 (82.3%) respondents are single and 29 (17.7%) were married.

Table 3. Respondents' Age

Age	Frequency	Percent	Valid Percent	Cumulative Percent
21-25 Y	105	64.5	64.5	64.5
26-30 Y	37	22.6	22.6	87.1
31-35 Y	5	3.2	3.2	90.3
36-40 Y	10	6.5	6.5	96.8
41-45 Y	5	3.2	3.2	100.0
Total	162	100.0	100.0	

Table 3 shows the statistics of respondents' age. In this study, we divided the age of the respondents in groups with an interval of 5. So, the respondents with ages between 21-25 y are 105 in number, 26-30 years are 37, 31-35 years are 5, 36-40 years are 10 and between 41-45 years are 5 in number.

4.2. NORMALITY OF DATA

Table 4. Skewness & Kurtosis

Research Variable	Skewness	Kurtosis
Job involvement	-.978	1.648
Employee engagement	-.899	2.690
Job satisfaction	.191	-.554
Empowering leadership	-1.259	2.962

Table no 4 shows the values of normality of data such as skewness and kurtosis. The values of skewness and kurtosis for all variables must be between the range of +2 and -2. So, the data of this study is to some extent normally distributed.

4.3. CONTROL VARIABLES (ONE-WAY ANOVA)

Table 5. One-way ANOVA

Demographics	Employee Performance	
	f statistics	p value
Gender	.132	.508ns
Marital Status	.009	.924ns
Age	.530	.714ns

A One-way ANOVA test is used to control the demographic's effects on the dependent variable. If the sig value of One-way ANOVA is less than .05 then demographics must have control and if sig value of One-way ANOVA is greater than .05 then demographics do not affect the dependent variable. In this study One-way ANOVA test shows all the values of sig are greater than .05. So, there are no effects of demographics on the dependent variable.

4.4. DESCRIPTIVE ANALYSIS AND RELIABILITY OF THE VARIABLES

Table 6. Reliability of data

Variable Name	Mean	Cronbach's Alpha
Job involvement	3.849	0.593
Employee engagement	3.897	0.763
Job satisfaction	3.390	0.829
Empowering leadership	3.626	0.828

The table shows 6 the reliability of variables. The values of Cronbach's alpha should be below 0.7. in this study all the variables have Cronbach's alpha value below 0.7 except job involvement which has been controlled.

4.5. CORRELATION ANALYSIS

Table 7. Correlation of variables

Variables	1	2	3	4	5	6	7	8	9
1. Job involvement	1								
2. Employee engagement	.408**	1							
3. Job satisfaction	.494***	.465***	1						
4. Empowering leadership	.426**	.651***	.581***	1					

* $p < .05$, ** $p < .01$

The direction of the link (positive or negative) between the variables is revealed by the correlation analysis in Table 7. Except for one variable, correlation analysis in this study demonstrates that all variables are connected, with most correlations being positive as

required by the hypothesis. With sig values of .023, .376, and 0.06, it shows that job participation, employee engagement, and enabling leadership are all positively related to job satisfaction. With sig values of 0.000, job participation was strongly connected with job satisfaction and empowering leadership in the predicted direction. With sig values of 0.026, employee engagement was highly correlated with both of these variables.

4.6. MULTIPLE REGRESSION ANALYSIS

Table 8. Regression

Predictors	Job Satisfaction		
	B	R ²	ΔR ²
<i>Step 1</i>			
Control Variables		.022	
<i>Step 2</i>			
Job involvement	.188*		
Employee engagement	.143		
Empowering leadership	.371**	.452***	.429***

* $p < .05$, ** $p < .01$, *** $p < .001$

Table 8 represents significant positive relationship of job involvement and empowering leadership with job satisfaction ($\beta = .188, .371, p = .023, .006$). whereas; employee engagement has no significant association with job satisfaction ($\beta = .143, p > .05$). Regression analysis between the variables in question is carried out after controlling the impact of demographic variables such as age, marital status, and gender.

4.7. MODERATED REGRESSION ANALYSIS

Table 9. Moderated Regression

Predictors	Job satisfaction		
	B	R ²	ΔR ²
<i>Step 1</i>			
Control Variables		.012	
<i>Step 2</i>			
Job involvement	.188*		
Employee engagement	.143		
Empowering leadership	.371**	.452	.429
<i>Step 3</i>			
Jobinv x Empwlead	.549***		
Empeng x Empwlead	-.278*	.596***	.144***

* $p < .05$, ** $p < .01$, *** $p < .001$

A moderated regression analysis was conducted to explore the moderating influence of empowering leadership between job involvement, employee engagement, and job satisfaction, as shown in Table 9. The first phase controls the impact of demographic factors including age, marital status, and gender. The second phase also includes the elements of employee engagement, job involvement, and empowering leadership. These factors significantly contributed to the variance in work satisfaction ($=.188, p .05; =.143,$

$p > .05$; $\beta = .371$, $p < .01$; $R^2 = .452$) The moderated regression analysis was then expanded to include the interaction term, which significantly reduced the variation in work satisfaction ($R^2 = .144$, $\beta = .549$, $p < .001$), ($\beta = -.278$, $p < .05$).

5. DISCUSSION

The findings of the current study are compared to those of earlier research findings and discussed. This finding is supported by the analytical results. Job involvement and job satisfaction had a very strong positive link. Drago (1996) discovered that job participation has a favourable impact on employees' job satisfaction. The findings of this study concur with and corroborate those of Khan & Nemati (2011), who discovered that job involvement has a favourable impact on job satisfaction.

The study results do not support the second hypothesis, which claimed that a sufficient level of employee engagement would boost job satisfaction, according to the results of the second hypothesis testing (H2). Employee engagement is largely seen as a new economic trend, which has increased the pressure on businesses to actively engage their workforces even in developing countries' burgeoning economies (Cook, 2008). Separating employee engagement from job satisfaction, Towers Perrin's executive director claimed that the latter is the best indicator of a company's effectiveness.

The findings indicated that H3 was supported by the analysis, which suggested that effective leadership would boost job satisfaction. These findings emphasize the significance of managerial quality commitment for raising employee happiness as recommended by (Chebat & Kollias, 2000). Similar findings were made by some researcher who discovered a favourable relationship between empowering leadership and employees' job satisfaction.

(H4) indicates that the analysis supported the hypothesis that empowering leadership has a moderating effect on job involvement and job satisfaction. This study demonstrates a significant positive moderating effect of empowering leadership on job involvement and job satisfaction. Seibert et al. (2011), noticed that empowering leadership was connected with job satisfaction and performance. Chen and Yang (2012) examined the moderating effect of leadership on job satisfaction.

According to the findings of (H5), the analysis supports the hypothesis that empowering leadership has a moderating effect on employee engagement and job satisfaction. This study demonstrates a significantly positive moderating effect of empowerment on employee engagement and job satisfaction. When Tuckey et al. (2012) looked at the connection between empowered leadership and job engagement, they discovered that the latter was stimulated. The leadership of any organization determines how engaged its workforce is. According to Harter et al. (2002), leadership has been cited as one of the main contributors to employee work engagement.

6. CONCLUSION AND IMPLEMENTATION

In this work, the researcher examined the effect of job involvement and employee engagement on job satisfaction under empowering leadership after adjusting for demographic factors. The key findings are listed below. To improve employee performance and productivity, every firm should devise measures that bolster a positive work environment and raise employee happiness. To please their employees, which in turn leads to profitability, customer happiness, and customer retention, policymakers should focus on offering them a variety of amenities. The researcher is confident that the current study can give management enough pertinent data to increase employee happiness.

6.1. LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

Future research needs to address some of the shortcomings of the current study. First off, given the current study solely examines the health sector in Pakistan, its findings cannot be generalized due to the small sample size. Second, the scope of the current study is restricted to just two cities, Rawalpindi and Islamabad, inside a given geographical area. Thirdly, the current study ignores other factors that may also affect job happiness in favor of focusing solely on the use of employee engagement and job involvement to raise job satisfaction. A cross-sectional research approach was used in the current study, so there is a risk of response bias.

Future researchers will need to gather data with a larger sample size and from different industries. Future studies are needed to determine the other variables influencing job satisfaction.

Author Contributions:

The authors confirm contribution to the paper as follows: “Conceptualization, Kashif Nawaz Khan.; methodology, Zeeshan Ibrahim.; software, Kashif Nawaz Khan.; validation, Kashif Nawaz Khan., Dr. Amna Ali. and Dr. Adil Adnan.; formal analysis Kashif Nawaz Khan.; investigation, Kashif Nawaz Khan.; resources, Dr. Amna Ali. and Dr. Adil Adnan.; data curation, Kashif Nawaz Khan.; writing—original draft preparation, Kashif Nawaz Khan.; writing—review and editing, Afaq Haider.; visualization, Kashif Nawaz Khan.; supervision, Dr. Adil Adnan.; project administration, Kashif Nawaz Khan.; funding acquisition, All Authors. All authors have read and agreed to the published version of the manuscript.”

Funding:

This research received no external funding.

Institutional Review Board Statement:

Not applicable.

Informed Consent Statement:

Informed consent was obtained from all subjects involved in the study.

Data Availability Statement:

SPSS DATA available.

Acknowledgments:

If oceans turn into ink and all of the woods become pens, even then the praises of ALMIGHTY ALLAH cannot be expressed but up and above everything else, I offer my humblest and the sincerest thanks to ALMIGHTY ALLAH and the humblest and the deepest obligations are also paid, with great honor and esteem to the Holy Prophet Hazrat Muhammad (PBUH), The cause of creation of this universe, the greatest social reformer

Last but not least, I have no words to pay compliments to my Parents, my Brothers, My Beloved and Loveable Sisters and my Wife for their love, affection, encouragement, patience, amiable attitude, moral support and prayers to see me glittering on the skies of success.

Conflicts of Interest:

Not applicable.

Reference:

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