

# The Impact of Employees Empowerment on Workplace Creativity in Interior Design Companies in Jordan

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*Abstract:* - Objective: Examining how employee empowerment affects workplace creativity within SME employees of interior design firms in Jordan's capital city of Amman. Method: Primary information gathered from a broad sample of SME workforce via online questionnaire. For analysis, 80% of the entire number of distributed surveys were deemed legitimate. Software for social sciences and humanities (SPSS). Results: Workers in Jordanian SMEs are highly empowered in terms of Job significant, Job competence, and Self-determination. The three factors have a considerable positive association, and employee empowerment has a favorable impact on workplace creativity. There is evidence to support the sub-hypotheses on the importance of the Job significant, Job competence, and Self-determination. Recommended Actions: Provide financial and moral support, recognize and encourage employees who have new ideas, and provide them the tools they need to succeed through training, responsibility delegation, and participation in decision-making. Meaning: The study emphasizes the value of employee empowerment in fostering workplace creativity and innovation in SMEs, which confront particular challenges due to scarce resources, competition, and market changes.

*Key-Words:* - Empowerment; Innovative; Job significance; Job Competence; Employee self-determination.

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## 1 Introduction

The concept of work empowerment has been extensively accepted by businesses despite its heavy reliance on management and employee trust. [1] Workplace empowerment include motivating and engaging staff in decision-making, creating communication channels, and removing organizational barriers to allow staff to take ownership of their activities and collaborate on decisions with senior management. The greatest strategy for businesses to compete and succeed is to put a strong emphasis on the human component, [5]. Organizational success depends on empowerment, which sets them separate from one another, [2], [3]. In order to fulfill the organization's aim of improving productivity and quality, it supplies the energy that boosts employees' enthusiasm and influences their behavior in a certain way. In the era of globalization and competition, this is increasingly important as smart organizations arise. Individuals' satisfaction of their wants and desires can be stimulated and motivated by their jobs, which can have a beneficial impact on their work behavior and, eventually, the success of the business, [4]. The link between employee empowerment and workplace innovation is supported by the mutual engagement

between staff and management. Key factors include how management communicates with staff members and how they feel connected to the company as a whole. The expansion of the area of empowerment at different levels of organizational structure, which incorporates the organization and the involvement of its workers in the decision-making process, serves as an example of this link. To cross into the future, organizations must adopt workplace creativity, which is a necessary requirement for those organizations seeking excellence in performance. Empowering management fosters employee loyalty, which inspires them to use their creative behaviors at work, positively impacting the firm's efficiency, [5]. The activity people engage in at work that comes before creativity in its final form is called "workplace creativity." Due to recent global revolutions including globalization, the information revolution, and communications, job empowerment is crucial for energizing, motivating, directing, and maintaining this behavior in order to fulfill the organization's goals, [3]. Understanding how organizational culture affects employees' happiness and a company's overall performance is crucial. [1] This study adds to the body of knowledge by offering crucial information and

support about cutting-edge management practices for Jordanian businesses and managers as well as those in other developing countries. Jordan is seen as an emblematic representation of many poor countries. Paternalistic beliefs and strong power distances in Jordanian culture may differ from individualistic Western cultures with low power gaps in terms of what influences empowerment. Hence, despite the fact that the phenomena of psychological empowerment have been the topic of many researches, in this study we investigate whether Western theoretical results can be applied to a developing country, [6].

## 2 Literature Review

Giving people the freedom, power, and tools, they need to do their tasks well and efficiently is a strategy that can increase job performance and organizational results, [1]. Employee empowerment may be influenced by a number of variables, including leadership style, business culture, and employee traits, [1]. Empowered leaders who distribute responsibility, offer assistance, and acknowledge workers' efforts can foster empowerment and innovative behavior, [7], [8] and a culture that encourages employee engagement, creativity, and risk-taking can foster empowerment, [9], [10]. High self-efficacy and job engagement employees are more likely to feel in control and exhibit innovative behavior, [11], [12]. Research has demonstrated that workplace creativity (IWB), which encompasses the creation, development, and implementation of creative ideas, processes, and products, and employee empowerment, are positively associated, [13], [14] and, [15]. Employee empowerment had a favorable effect on IWB, according to a number of research [16], [17], and, [18], and a meta-analysis of 69 studies supported this finding, [19]. IWB is more likely to occur in work settings that give employees autonomy, resources, and support for idea implementation, and transformational leadership can motivate staff to explore original thinking and creative solutions, [21], [22]. IWB is also influenced by human qualities like creativity and openness to new experiences, [23], [24]. The results of IWB are substantial in terms of organizational performance, work satisfaction, and performance on the job, [20], [25]. The body of research demonstrates that empowering employees through leadership behavior, organizational culture, and personal traits can raise job satisfaction, motivation, commitment, and inventive behavior, which can enhance job performance and organizational results, [1].

## 3 Hypotheses Development

**H1: There is a significant association between employee empowerment and workplace creativity.**

Employee empowerment, according to H1, has a favorable impact on workplace innovation. A substantial body of research, including studies on proactive behavior as a form of workplace creativity, [26], as well as studies on employees in Turkish banks, [27] and technology companies, [28], which found a positive correlation between employee empowerment and workplace creativity, lend support to this claim. Overall, the research points to the need of encouraging employee empowerment by giving them authority and resources in order to develop an organizational culture that values innovation and creativity, [1], [29].

**H1.1: Job significance plays a significant role in contributing to workplace creativity.**

[1] A number of research have discovered a favorable relationship between job relevance and workplace creativity. Employees that feel deeply connected to their job often display workplace innovation, [30]. 2003 research, [31], which discovered that people are more likely to participate in proactive actions, such as searching out new ideas and experimenting with alternative problem-solving strategies, when they believe their job is meaningful, provided more evidence for this. [22], which claims that intrinsic motivation has a constructive role in mediating the link between meaningfulness and workplace innovation. In other words, workers who feel a sense of purpose from their work are more likely to feel naturally driven to act in a creative manner. Similar to the previous finding, [21] showed that those who feel their work has meaning and purpose are more inclined to express creativity at work. Overall, the research indicates that job relevance is important in encouraging workplace innovation among employees.

**H1.2: Job competence significantly contributes to workplace creativity.**

Workplace creativity and job competency have a favorable correlation, according to the research. Studies such as, [32] indicate that employees who believe they are skilled at their jobs are more likely to exhibit creative behavior, [33]. Furthermore, a meta-analysis, [34] showed that individuals with greater levels of competence were more likely to come up with and execute innovative ideas, perhaps as a result of their capacity to recognize and address

issues. The research therefore supports the idea that job competency is a crucial element in encouraging workplace creativity among employees.

### **H1.3: Employee self-determination significantly contributes to workplace creativity.**

Several studies have discovered a favorable correlation between employee self-determination and workplace creativity. The self-determination hypothesis states that each person has three basic psychological needs: autonomy, competence, and relatedness, [34]. Competence relates to the desire to feel capable and effective in one's job, relatedness refers to the need to feel linked to others, and autonomy refers to the need for people to have control over their activities. According to earlier studies, employees are more likely to exhibit innovative behavior when they have a feeling of autonomy, [24], [33]. Similar to this, staff members who feel competent in their profession are more likely to display creative actions, [23]. Furthermore, studies have shown that staff members are more prone to adopt creative activities when they feel a connection to their coworkers and business, [34], [22]. In light of this, it can be said that employee self-determination, which includes the fundamental psychological requirements of autonomy, competence, and relatedness, is positively related to workplace creativity, [1].

### **3.1 Research Objective**

By determining if there is a substantial link between both, the study's goals are to investigate the relationship between workplace creativity and employee empowerment. The goal of the study is to investigate the many aspects of employee empowerment, including importance, competence, impact, and self-determination, and how this affect workplace creativity. The following hypotheses are put out by the research to examine the connection between employee empowerment and workplace creativity: the influence of job importance, job competency, employee self-determination, and the impact of occupations. Also included in this study's objectives are advice for firms on how to enhance employee empowerment and encourage workplace innovation.

### **3.2 Research Problem**

The research fills a gap in the literature by examining the connection between workplace innovation and employee empowerment. Employee empowerment has been extensively studied, yet little is known about how it specifically affects creative work practices. Also, in order to create

successful methods for fostering workplace creativity, it is essential to pinpoint the precise aspects of employee empowerment that are directly related to it. So, the goal of the problem statement is to explore the connection between workplace creativity and employee empowerment and to pinpoint the essential components of employee empowerment that can help foster innovation.

### **3.3 Research Importance**

The significance of this investigation resides in the fact that it has the ability to make contributions to both the theoretical and practical elements of employee empowerment and workplace innovation. The current body of knowledge will be expanded as a result of the study because it will investigate the specific dimensions of employee empowerment and their impact on workplace creativity. As a result, our comprehension of the relationship between employee empowerment and workplace creativity will be improved. In addition, employers will get vital insights from the study on how to develop and execute successful employee empowerment initiatives that may improve workplace creativity. These insights will be provided in the form of recommendations. This has the potential to have substantial repercussions for the success and competitiveness of the company. In addition, the research has the ability to give direction to policymakers and academics on the role that employee empowerment plays in boosting workplace creativity as well as the possible advantages that can arise from this. In a nutshell, the conclusions of this study might have significant repercussions for the management of organizations and the formulation of public policy, particularly with regard to the promotion of innovation and competitiveness.

## **4 Conceptual Model**

The conceptual model that has been proposed for this research suggests that the independent variable in this investigation will be employee empowerment, which is comprised of the dimensions of significance, competence, and self-determination. The dependent variable in this investigation will be workplace creativity. The relevant literature, such as investigations, [22], [26], [30], and, [32] all lend their support to this approach, [34].

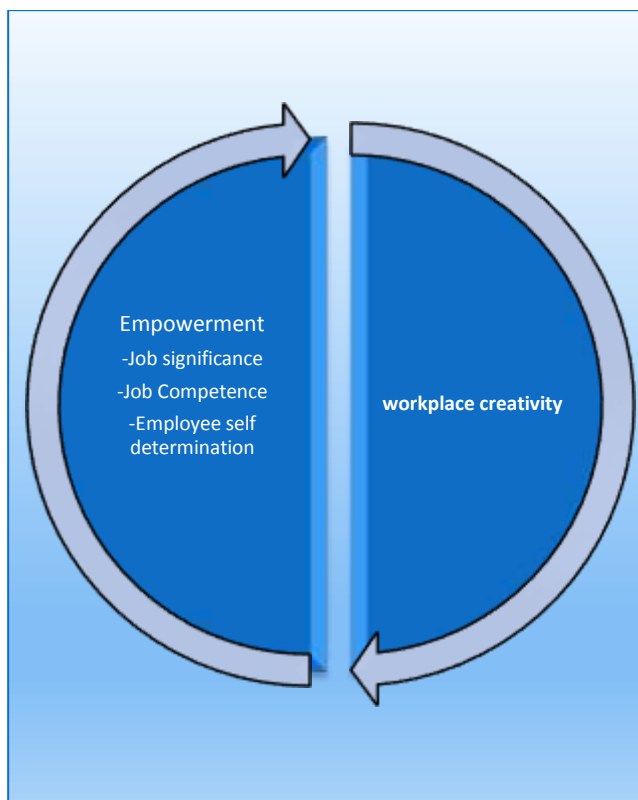


Fig. 1: Conceptual Model of the study, Figure 1 created by the Author

#### 4.1 Hypothesis of the Study

Investigating the connection between employee empowerment and creative output in the workplace will be the focus of this study's objectives. The purpose of this study is to investigate whether or not there is a significant relationship between employee empowerment, which refers to factors such as job importance, competence, self-determination, and influence, and workplace creativity. On the basis of the conceptual model, the following hypotheses are proposed for consideration:

H1: There is important association between employee empowerment and workplace creativity.

H1.1: Job significance plays important role in contributing to workplace creativity.

H1.2: Job competence meaningfully contributes to workplace creativity.

H1.3: Employee self-determination meaningfully contributes to workplace creativity.

## 5 Methodology

### 5.1 Data Collection

In the section of this study titled "Methodology," the procedures that were carried out in order to construct the research questionnaire, collect data, identify the study population and sample, establish

the validity and reliability of the findings, and so on are described. The descriptive analytical method was used in this study to investigate the connection between employee empowerment and workplace creativity in small and medium-sized enterprises (SMEs) in Jordan, with a particular emphasis on interior design firms located in Amman. In order to investigate the connection between employee empowerment and creative output in the workplace, a multiple regression analysis was carried out. The research included both primary and secondary sources, and the study's sample group was made up of employees from eight different organizations that are now operating in Jordan. These individuals came from a variety of divisions within the companies. The level of employee empowerment was evaluated using a questionnaire consisting of 12 questions, and the level of workplace creativity was evaluated with a questionnaire consisting of 6 questions, both of which utilized a Likert scale with five points. There were a total of 75 surveys sent out, and 61 of those questionnaires were handed back, which results in an 80% response rate. The technique used by Malhotra was utilized as the foundation for the methodology that was used in this particular investigation. The degrees of employee empowerment, its dimensions, and workplace creativity in SMEs were investigated through the use of descriptive and analytical statistical methods. These methods included the collection of frequencies, percentages, arithmetic averages, and standard deviations. Both the internal consistency of employee empowerment and workplace creativity were tested using the Cronbach alpha test, and the influence of employee empowerment and workplace creativity was determined using multiple regression analysis. The Variation Inflation Coefficient (VIF) and Tolerance Test were utilized in order to investigate the dimensionality of functional empowerment.

## 5.2 Results

Table 1. Demographic analysis

	Frequency	Percent
	Gender	
Male	37	60.7
Female	24	39.3
	Level of education	
Diploma	2	1.6
Bachelor	55	90.2
Master	4	6.6
	Level of Experience	
Less than 5 years	50	82
5-10 years	9	14.8
11-15 years	2	3.3
TOTAL	61	100

Source: Table created by the author

The results of the study's sample population are shown in Table 1, which includes demographic data such as the participants' levels of education and professional experience. There were 61 responders total, and of those, 60.7% were male while 39.3% were female. When it came to the level of education the respondents possessed, 90.2% of them had at least a bachelor's degree, while only 1.6% held a diploma and 6.6% held a master's degree. In terms of experience, the vast majority of respondents (82%) had less than 5 years of it, while 14.8% had between 5 and 10 years of it, and just 3.3% had between 11 and 15 years of it. Based on these data, the population of the sample appears to be predominantly youthful, educated, and employs a very low number of years of professional experience.

Table 2. VIF, Tolerance, and Condition Index for Predictor Variables

independent variables	Tolerance	VIF	Skewness
Significance	0.323	1.456	0.360
Competency	0.464	2.156	0.230
Self determination	0.561	1.314	0.256

Source: Table created by the author

The values for tolerance, VIF, and skewness for the study's three independent variables, significance, competency, and self-determination, are presented in Table 2. Tolerance values, which reflect the predictability of one independent variable by others, range from 0.323 to 0.561. Because these values are all more than the minimal value advised for

multicollinearity, which is 0.2, there are no difficulties with multicollinearity. VIF values, which indicate the extent to which variance is inflated by other independent variables, range from 1.314 to 2.156, and all fall below the recommended maximum value of 10, suggesting low correlation and suitable for regression analysis. The values for skewness, which indicate the degree to which the distribution of the independent variable is symmetrical, vary from -1 to 1, which indicates that the data are approximately distributed normally. In conclusion, the findings of the study imply that the three independent variables can be utilized effectively in the multiple regression analysis.

Table 3. Regression Analysis Results

	R	R <sup>2</sup>	sum of squares	mean of squares	F	Sig.
Regression		0.799	24.309	4.862	35.067	0.000
Error	(5, 55)		6.100	0.139		
Total			30.409			

Source: Table created by the author

The results of the variance analysis of the regression are presented in Table 3, which evaluates the accuracy of the regression model in terms of quantifying the influence of the primary hypothesis. With an R<sup>2</sup> value of 0.799, the value of R indicates that the dimensions of employee empowerment explain for 79% of the variation in behavior. This suggests that the R value reveals a robust positive association between the factors of employee empowerment and workplace creativity. The model is further validated by the values of the sum of squares and the mean of squares, which both have a significant F value of 35.067 that is greater than the tabular value at a significance threshold of 0.05 and with degrees of freedom (55,5). As a result, the primary hypothesis may be confirmed, which sheds light on the ways in which employee empowerment characteristics impact workplace creativity in SMEs that are active in Jordan.

Table 2. H1: There is important association between employee empowerment and workplace creativity.

Dimensions of employee empowerment	B	standard error	Beta	T-Value	Sig
Job Significance	0.260	0.124	0.208	*2.092	0.042
Competence	-0.021	0.118	-0.023	-0.179	0.859
Self determination	0.353	0.106	0.036	**3.348	0.002

Alpha 0.05 significance level.

Source: Table created by the author

The findings that are shown in Table 4 illustrate that there is a substantial connection between the various aspects of employee empowerment and workplace creativity in Jordanian SMEs. To be more specific, the component that was associated to job significance had a favorable impact ( $=0.208$ ,  $p<0.05$ ) on creativity in the workplace, but the dimension that was related to competence had no significant impact ( $=-0.023$ ,  $p>0.05$ ). In contrast, the variable that was associated to self-determination showed a substantial positive impact ( $=0.036$ ,  $p<0.01$ ) on creative problem solving in the workplace. Based on these findings, it appears that providing employees with more opportunities for autonomy and significance at work can have a beneficial effect on the employees' creative output at small and medium-sized enterprises (SMEs) in Jordan.

Table 3. H1.1: Job significance plays an important role in contributing to workplace creativity

Dimensions of employee empowerment	B	standard error	Beta	T-Value	Sig
Job Significance	0.260	0.124	0.208	*2.092	0.042

Alpha 0.05 significance level.

Source: Table created by the author

The findings of the multiple regression analysis are presented in Table 5, and they provide support for hypothesis H1.1, which states that the relevance of one's job has a favorable influence on workplace creativity. This is proved by the statistically significant positive beta coefficient of 0.208 at the 0.05 level ( $p=0.042$ ), as well as a T-value of 2.092 that is greater than the crucial value of 1.96 for a two-tailed test with 55 degrees of freedom when using the 0.05 level of significance. It is possible to draw the following conclusion as a result of the

findings of this research: there is a correlation between the relevance of one's job and creativity in the workplace.

Table 4. H1.2: Job competence meaningfully contributes to workplace creativity

Dimensions of employee empowerment	B	standard error	Beta	T-Value	Sig
Competence	0.446	0.106	0.446	**3.548	0.001

Alpha 0.05 significance level.

Source: Table created by the author

Table 6 illustrates the findings of the investigation into the hypothesized relationship between job competency and workplace creativity, which was conducted to test the hypothesis H1.2. According to the findings, the aspect of employee empowerment that is associated to competence has a positive impact that is statistically significant on the variable that represents the outcome. The beta coefficient of 0.446 indicates that there is a substantial positive link between creativity in the workplace and competence in that workplace. In addition, the t-value of 3.548 is significant at the level of 0.05 ( $p<0.05$ ), which indicates that the association between competence and workplace creativity is not likely to be the result of random chance.

Table 5. H1.3: Employee self-determination meaningfully contributes to workplace creativity

Dimensions of employee empowerment	B	standard error	Beta	T-Value	Sig
Employee self-determination	0.353	0.106	0.036	**3.348	0.002

Alpha 0.05 significance level.

Source: Table created by the author

The findings shown in Table 7, which investigates how the degree of employee self-determination contributes to the level of creativity displayed in the workplace, provide partial support for hypothesis H1.3. The beta value of 0.036 indicates that there is a positive association between self-determination and workplace creativity, albeit a rather small one. This shows that there may be a positive relationship between self-determination and workplace creativity. Because the t-value of 3.348 is

statistically significant at the 0.05 level ( $p < 0.05$ ), it can be concluded that the association is not likely to be the result of random chance. Consequently, it is possible to reach the conclusion that employee self-determination is a factor that contributes to workplace creativity; nevertheless, it is possible that this aspect of employee empowerment is not as relevant as other dimensions of employee empowerment.

## 6 Discussion

The purpose of this study was to investigate whether or not there is a correlation between the level of employee empowerment and the level of workplace creativity in small and medium-sized businesses (SMEs) in Jordan. According to the findings, job importance, employee self-determination and job competency had a favorable influence on workplace creativity which is consistent with the findings of previous study, [2], [28], [29], [30].

Empowering employees can help develop a competitive edge by fostering innovation and creativity in a context where resources are often limited and competition is intense. This is especially true in the context of small and medium-sized enterprises (SMEs), which are typically subject to both of these conditions. The findings of this study imply that small and medium-sized enterprises (SMEs) in Jordan can increase their employees' creativity at work by providing them with meaningful activities and possibilities for self-determination, which is also supported by studies that were conducted in the past, [30], [31]. The results of this research demonstrate, in general, how crucial it is for workers to have independence in their job in order to develop creativity and ingenuity in SMEs. Businesses in today's hyper and an ever-corporate setting have a much better chance of success compared to those that are incapable of offering their staff members with meaningful work and the opportunity for autonomy. Companies with the ability to do so have a much better chance of success if they are incapable of doing so.

## 7 Conclusion

In summary, the results of this research provide credibility to the idea that employee participation has a positive influence on workplace creativity. This finding was reached by analyzing the correlation between employee empowerment and creative output. This finding agrees with the

conclusions of other research that has shown the benefits of giving employees more autonomy in their jobs. The outcomes of the study indicate that employee self-determination, job relevance, and job competency are significant variables contributing to workplace creativity in the setting of staff empowerment. The beneficial effect of employee self-determination underlines the benefit of enabling employees to have more control and autonomy in their work, which may lead to increased creativity. This can be achieved by providing individuals with more freedom and responsibility within their jobs. The fact that job importance and job competence both have a positive effect underlines how important it is to provide workers with work that is both meaningful and challenging, and that makes use of their talents and capabilities. The findings of the study indicate that firms should consider empowering their employees by providing them with meaningful work, opportunities to grow their skills and capabilities, and increased control over their job in order to encourage innovative behavior in the workplace. The study's sub-hypotheses were also supported, which provided practical recommendations for the managers and owners of SMEs. These recommendations included encouraging employees to come up with innovative ideas, providing financial and moral support, and empowering employees through training, delegation of responsibilities, and involvement in decision-making processes. In general, the study underlines the significance of employee empowerment in boosting workplace innovation in small and medium-sized enterprises (SMEs), which confront specific obstacles such as limited resources, competition, and variations in market conditions. Previous studies provide evidence to back up the findings of this one, [22], [23], [26], [30], [31], [32] [33], [34].

## 8 Recommendations

Here are eight suggestions for organizations to consider in light of the data and inferences drawn from the study:

- Provide employees the opportunity to become more self-reliant by giving them more control over their job and more say in the decisions that affect them.
- Provide employees with training and development programs that are centered on the enhancement of their job competency as well as the significance of their work.
- Create an atmosphere at work that

encourages self-determination by giving workers the opportunity to have a role in how they do their jobs and by providing a range of flexible scheduling options.

- Create an environment that values innovation by promoting creative risk-taking and experimentation.
- Create avenues for communication and feedback to enable employees to express their thoughts and observations in a free and open environment.
- Acknowledge and reward people for their creative contributions at work to encourage them to continue to create.
- Make tools and support available to employees in order to assist them in putting their creative ideas into action.
- Always keep an eye on the effect that giving employees more autonomy has on the inventiveness of their co-workers and analyze it.

## 9 Limitations

The fact that this research was conducted using a cross-sectional methodology is one of its drawbacks. Because of this, the researchers were unable to determine whether or not there is a causal connection between employee empowerment and workplace creativity. In subsequent studies, it will likely be necessary to employ either a longitudinal or an experimental methodology. One of the limitations of the study is that its conclusions may not be generalizable to the situations, cultures, or industries of other countries. The final limitation of the study is that it did not account for other factors, such as organizational culture, leadership style, or job happiness, which may have played a role in the correlation between employee empowerment and workplace creativity. It is possible that future research will need to take into account these different factors in order to acquire a more in-depth knowledge of the connection between employee empowerment and workplace creativity.

### 1. Future research

- On the basis of the findings of this study, there are a number of potential avenues that could be pursued in future research. Some of these avenues include the following: - Investigating the ways in which different styles of leadership might have an effect on the relationship between employee empowerment and workplace creativity.

- Doing research on how different kinds of training and development programs influence levels of job competency as well as the significance of work performed.
- An investigation into the role that corporate culture plays in fostering employee empowerment and encouraging creative problem solving in the workplace.
- Investigating the effect that a variety of rewards and recognition systems can have on the degree to which employees are inspired to think creatively and contribute new ideas.

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### **Contribution of Individual Authors to the Creation of a Scientific Article (Ghostwriting Policy)**

Dina Alkhodary was the one who came up with the idea for the research, although Hanadi Salhab was essential in developing the approach. Hussam Ali was the one who carried out the formal analysis, Ahmad Marei was the one who did the inquiry, and Muneef Alzubi was the one who supplied the resources. Dina Alkhodary, Hanadi Salhab, and Muneef Alzube contributed to the creation of the paper and provided feedback on it.

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### **Conflict of Interest**

The authors have no conflict of interest to declare.

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