

A Study on the Effect of Employee Empowerment on Work Engagement

Sinan GÜRCÜOĞLU¹, Ahmet TÜRKAN², Özlem DUĞAN³



1. Assoc. Prof. Dr., Uşak University,
sinan.gurcuoglu@usak.edu.tr,
<https://orcid.org/0000-0003-1000-4761>

2. Lecturer, Uşak University,
ahmet.turkan@usak.edu.tr,
<https://orcid.org/0000-0003-0004-2756>

3. Assoc. Prof. Dr., Uşak University,
ozlem.dugan@usak.edu.tr,
<https://orcid.org/0000-0001-9028-7989>

Abstract

In addition to public institutions and organizations, businesses must value their employees in order to maintain their existence for a long time. If there is success in an organization, it does not only belong to the managers; employees also have an important role in this success. Therefore, organizations are required to carry out activities to increase the competencies and professional development of their employees. The study was conducted with 115 employees working in Uşak Courthouse. As a result of the study, it was determined that there was a positive and significant relationship between the sub-dimensions of employee empowerment and the sub-dimensions of work engagement. It was found that employee empowerment is the antecedent of work engagement. The results of the research revealed that organizations that want to have employees who work with enthusiasm and have high organizational commitment should engage in employee empowerment activities.

Keywords: *Employee, employee empowerment, work engagement, Uşak, Courthouse.*

<https://doi.org/10.30798/makuiibf.1395017>

Article Type	Application Date	Admission Date
Research Article	November 23, 2023	May 15, 2023

1. INTRODUCTION

Employee empowerment in organizations has an important place among modern management practices. In modern society, the success of organizations is evaluated based on the satisfaction rate of the target audience. Organizational employees play a major role in the high satisfaction rate of the target audience. The attitudes and behaviors of employees are seen as an effective factor in the positive perception of the organization. The increase in the satisfaction rate of the target audience depends on the satisfaction of the organization's employees to work in that organization. Valuing the employees of the organization, giving importance to their personal rights, organizing regular trainings for their competencies and professional development are important activities that increase the satisfaction rate. These activities include employee empowerment. Every organization requires its employees to fulfill their work passionately, to have high corporate loyalty and to work devotedly for the organization. In this context, this study aims to reveal the relationship between employee empowerment and work engagement. The sample of the study consists of employees working in the administrative departments of Uşak Courthouse. In the study, t-Test, Independent Groups ANOVA test, Pearson Correlation analysis, linear and multiple regression tests were conducted. Analyses were made on the findings obtained as a result of the study and various suggestions were presented.

2. LITERATURE REVIEW

2.1 Employee Empowerment

In today's organizations, success depends on caring about employees and empowering them. Employee empowerment, which is one of the modern management concepts (Coşkun, 2002, p. 219), is defined as giving the employee the authority to use initiative to make decisions on behalf of the organization. It is a concept emerged by global competition and changes in order to meet the need of organizations to successfully manage the process of organizational adaptation to changing conditions (Çuhadar, 2005, p. 1). Employee empowerment is giving this power to employees who do not have the power to make decisions by including them in decision-making processes (Cunningham & Baldrig, 1996, p. 2). Employee empowerment emerged from the need to show the necessary flexibility in order to adapt to change and innovation in organizations and became a popular management concept in the 1990s (Sanjay, 2001, p. 157). Globalization, increased competition, increased consumer awareness, changes in customer expectations and demands have led to changes in the understanding of human resources management in organizations and accordingly, the importance of employee empowerment in human resources management has gradually increased (Akçakaya, 2010, p. 146; Yüksel & Erkutlu, 2003, p. 131). The aim of employee empowerment in organizations is to ensure that the person doing the job has a say in the decisions related to that job and thus to benefit from the experience of the closest employee to the job (Akçakaya, 2010, p. 148). Based on the view that the person who does a job will be the person who knows that job best, in employee empowerment, the job can be improved by giving employees the opportunity to communicate the problems and suggestions about their work to decision

makers (Yüksel & Erkutlu, 2003, p. 132). With empowerment, a belief can be formed in the employee that the scope of the work and the role related to that work can be determined by him/her and thus an environment suitable for more active work can be prepared (Doğan & Kılıç, 2007, p. 55). Employee empowerment in organizations can also be seen as a new motivational tool for employees and a new approach that envisages performance enhancement. In this sense, it is aimed to make the employee more participative, to eliminate the control pressure on him/her and to make him/her more energetic by integrating him/her with the work (Doğan, 2006, p. 230). According to Harvey and Bown (1996), employee empowerment is basically seen as a need for organizations to adapt to changing competitive conditions. In order to meet this need, it is emphasized that the presence of employees with high performance in organizations and the inclusion of employees in decision-making processes have become more important. From this perspective, employee empowerment emerges as a method that increases the organization's ability to adapt to changing conditions and provides competitive advantage to the organization (Çavuş, 2008, p. 1289). Other objectives of employee empowerment in terms of organizations are to be able to carry out the work and transactions related to the field of activity of the organization effectively, to ensure that the organization can meet the demands in a short time and to increase its effectiveness in achieving its goals (Akçakaya, 2010, p. 148). Spreitzer (1996), who focuses on the psychological dimension of employee empowerment, explains this situation with 4 dimensions. These dimensions are meaning, competence, self-determination and impact. Supporting Thomas and Velthouse's (1990, p. 670) model, Spreitzer named the "choice" dimension as "self-determination".

Meaning: Spreitzer (1996) explains this dimension as the consistency between employees' beliefs, values and ideas about their jobs. According to Avolio et al. (2004), empowering employees helps them to attribute more meaning to their work and to feel this meaning. This meaningfulness is the value of the employee's goal and purpose as it is evaluated in relation to the standards (Thomas & Velthuse, 1990). It is important that the employee's work has meaning for him/her. Because in this framework, the employee becomes attached to his/her work, contributes more to the place where he/she works and the importance he/she attaches to his/her work increases. The meaningful motivation of the employee towards work increases the interest and passion for work (May et al., 2004; Olivier & Rothmann, 2007; Nelson & Simmons, 2003).

Competence: This dimension refers to employees having the skills and knowledge to fulfill the requirements of their job (Spreitzer, 1996). In the study, it was determined that the "competence" dimension of psychological empowerment is the antecedent of the "vigor" and "absorption" dimensions of work engagement. According to Ryan and Deci (2001), the employee's competence and self-confidence to achieve work-related goals are related to the increase in intrinsic motivation and happiness. The fact that employees are engaged in their jobs means that they are in a position to fulfill the job demands in the organization (Llorens et al., 2007). In this context, Maslach et al. (2001) found that there is a significant relationship between "competence" and "engagement".

Self-determination: This dimension refers to situations where the employee can make decisions on his/her own, act freely and determine the future of the task (Spreitzer, 1996). In order to create engaged employees in the work environment, it is important to focus on the dimensions of meaning, competence and self-determination, to increase the value given to employees, to create a positive workplace environment (May et al., 2004), to improve their competence by providing regular trainings to employees, and to encourage employees to make self-determined decisions (Gagne & Deci, 2005).

Impact: Spreitzer (1996) defines this dimension as the level of influence the employee has on the strategic and executive outcomes of their work. As a dimension, "impact" is stated that employees' behaviors make a difference in organizations and are beneficial in terms of work engagement (Spreitzer et al., 1997).

Several studies on staff empowerment have been conducted in the academic field. For example, in a study conducted with employees in a public institution, it was determined that employees' perceptions of employee empowerment and commitment levels were high (Oktay & Çelebi, 2019). In another study conducted with teachers, it was determined that all dimensions of the employee empowerment scale were at a high level and all dimensions were related to each other (Şanlı et al., 2018).

2.2. Work Engagement

Every organization wants its employees to fulfill their jobs enthusiastically. In order for employees to fulfill their jobs enthusiastically, managers of organizations should value their employees, care about the opinions and suggestions of employees, and engage in activities that create organizational commitment in employees. The concept of engagement in work has emerged as a particularly individual-oriented approach (Çankır, 2016, p. 3). The emergence of the concept is based on studies on occupational burnout, and two views are dominant to explain the concept (Çalışkan, 2014, p. 370). Accordingly, the first view is that engagement in work and burnout are opposite to each other, that is, burnout will manifest itself as engagement in work decreases. The second view is that engagement in work is the antithesis of burnout and that they are independent concepts (Topaloğlu et al., 2019, p. 60-61). According to Schaufeli et al. (2002), work engagement is defined as a state of mind that draws attention to emotional states such as positive, satisfying, enthusiastic dedication to work during the performance of the work. Erickson (2005), on the other hand, explained work engagement as the level of commitment of the employee to his/her work and the degree of participation in his/her work. Schaufeli et al. (2002) conceptualize work engagement through three constructs: dedication, vigor and absorption.

Dedication: A state characterized by enthusiasm towards one's work, a state in which one is inspired by one's work; it shows that one derives meaning from the execution of the work by nurturing feelings of pride (Schaufeli, 2012, p. 4). It is also a conceptual expression that there is a strong bond with the job (Turgut, 2011, p. 156). Dedication is when a person is completely immersed in his/her work

and has difficulty in detaching himself/herself from work (Bakker et al., 2014, p. 19; Schaufeli et al., 2002, p. 75).

Vigor: It is characterized by the mental and intellectual energy, mental motivation and endurance that a positive emotional-motivational state of satisfaction created by a positive emotional state of self-sacrificing in the employee, the willingness to put effort into one's work, not getting tired easily and persevering in the face of difficulties (Schaufeli et al., 2002, p. 74).

Absorption: It is the continuation of a person's work without a break in happiness and excitement due to his/her focus on his/her work (Lin, 2010). In other words, absorption is a deep immersion in one's work by feeling deeply committed to it (Eldor & Vigoda-Gadot, 2017).

Based on this definition, Daderman and Basinska (2016) argued that there is a strong sense of belonging and dedication at the basis of work engagement; employees who lose these feelings will result in situations that result in behaviors that reduce time, effort, earnings and morale. Plessis and Boshoff (2018) claim that employees with high levels of engagement will put more effort into their work and connect with their work more energetically and effectively, producing positive results at both individual and organizational levels. In the study conducted by Alessandri et al. (2018), it was determined that the level of work engagement emerged as employees being more proactive and dynamic, being sensitive to new information and working harder. In this context, it is emphasized that employees' having the power to do something different in their work environment plays an important role in work engagement (Yoo & Arnold, 2014). In a study conducted to determine the effect of sustainability quality perception on work performance and to reveal the mediating role of work engagement in this effect, it was determined that sustainable quality perception affects work performance directly and indirectly through work engagement (Şahin & Çankır, 2019). In another study, a positive and significant relationship was found between organizational identification and the sub-dimensions of the concept of passion for work, which are vigor, dedication and absorption. In addition, it was determined that work engagement reduces the employee's intention to quit (Balcı & Ağ, 2020). In the study conducted to reveal the effect of the dimensions of psychological empowerment on the dimensions of work engagement, it was determined that the sub-dimension of psychological empowerment was significant with all sub-dimensions of work engagement. In the same study, it was determined that the impact sub-dimension was not significant with the sub-dimensions of work engagement. In the same study, it was determined that the competence sub-dimension was significant with the vigor and absorption sub-dimensions of work engagement, while the self-determination sub-dimension was significant with the vigor and dedication sub-dimensions of work engagement (Örücü & Hatipoğlu, 2018).

3. METHOD

3.1 Purpose and Importance of the Research

This study aims to determine the effect of employee empowerment on work engagement. For this purpose, the relationship between "competence, meaning, self-determination and impact", which

are the sub-dimensions of employee empowerment, and "vigor, dedication and absorption", which are the sub-dimensions related to work engagement, were examined. The research is considered important in terms of revealing the relationship between employee empowerment and work engagement and providing suggestions based on the results. With this research, an answer to the question "Does employee empowerment have an effect on work engagement?" is sought. The sub-questions determined in the context of the main question of the research are as follows:

1. Are there any significant differences between the mean scores and sub-dimensions of employee empowerment and work engagement scales and demographic factors such as age, gender, seniority and working conditions (position, seniority, etc.)?
2. Is there a significant relationship between the mean and sub-dimensions of the employee empowerment scale and the mean and sub-dimensions of the work engagement scale?
3. Does employee empowerment have a significant effect on work engagement?

3.2 Population and Sample of the Study

The population of the study consists of a total of 196 judicial service employees working in Uşak Courthouse affiliated to Uşak Judicial Jurisdiction and First Instance Courts Commission in the fulfillment of judicial services. The data required to test the hypotheses of the study were collected through a questionnaire. Simple random sampling method was used to determine the sample. Within the scope of the research, 115 employees participated in the questionnaires applied within the scope of the research and all of the questionnaire forms obtained were evaluated. The study was based on the minimum sample size table. According to Gürbüz and Şahin (2016, p. 131), at a level of certainty of 5%, the sample size is considered to be capable of representing the universe. In the research; factors such as cost, institutional structure of courthouses, judicial vacation, employees not participating in the research on the grounds of excessive workload and the difficulty of reaching employees due to the fact that employees have to use their annual leave during the summer period are the limitations of the study.

3.3 Data Collection Tools and Reliability Analysis

In the questionnaire form used in the study, the statements prepared for the employee empowerment and work engagement scales were included. In the questionnaire, 12 more questions were added to reveal demographic characteristics. The demographic questions include gender, age, educational status, marital status, hometown and number of children, total working time, salary, staff, employment type and working unit. A 5-point Likert scale was used in the employee empowerment and work engagement scales. The scale developed by Spreitzer (1996) and adapted into Turkish by Sürgevil et al. (2013) was used to measure employees' perception of employee empowerment. The scale includes the dimensions of "meaning, competence, self-determination and impact". There are three statements in each dimension and twelve statements in total. The second scale of the study is the engagement scale. It was developed by Schaufeli et al. (2002). The validity and reliability of the scale was then conducted by researcher Turgut (2011). There are 17 statements in the scale. 6 statements are about vigor, 5

statements are about dedication and 6 statements are about absorption. In order to determine the levels of both scales, the averages of the variables were calculated and the average value for employee empowerment scale was determined as 3.48 and the average value for work engagement scale was determined as 3.61. Reliability analysis was performed in the study, and Cronbach's Alpha coefficient was determined as 0.76 for the employee empowerment scale and Cronbach's Alpha coefficient was determined as 0.91 for the work engagement scale. Since the reliability rate obtained from all of the scales was greater than 0.70, it was deemed appropriate to conduct the analyzes. Table 1 shows the findings regarding the reliability of the scales in their sub-dimensions.

Table 1. Reliability of the Scales

Variables	Cronbach's Alpha
Employee Empowerment	0,76
Meaning	0,79
Competence	0,83
Self-determination	0,85
Impact	0,89
Work Engagement	0,91
Vigor	0,87
Absorption	0,79
Dedication	0,89

3.3 Data Analysis

The data obtained within the scope of the study were analyzed. In the research, normality tests were performed on the data set and since it was understood that it showed normal distribution; independent groups ANOVA test, t-Test, Pearson Correlation analysis and finally linear and multiple regression tests were performed from parametric tests.

4. FINDINGS

The research was conducted on 115 courthouse employees working in Criminal Courts, Civil Courts, Public Prosecution Office, Commission Office, Enforcement Offices, Criminal Court of Peace units. The majority of the participants in the research are between the ages of 24 and 41 and marital status are single. Employees have job titles such as Registrar Manager, Vice Manager, Clerk of the Court, Bailiff. Tables and findings related to the research are given below.

Table 2. Demographic data of the participants

Demographic Characteristics	Groups	N	%
Age	18-23	5	4,30
	24-29	21	18,30
	30-35	30	26,10
	36-41	28	24,30
	42-47	18	15,70
	48-53	8	7,00
	54-59	5	4,30
	Total	115	100,00
Gender	Male	43	37,40
	Female	72	62,60
	Total	115	100,00
Marital Status	Married	33	28,70
	Single	82	71,30
	Total	115	100,00
Hometown	Yes	65	56,50
	No	50	43,50
	Total	115	100,00
Staff	Registrar Manager	17	14,80
	Vice Manager	5	4,30
	Clerk of the Court	75	65,20
	Bailiff	11	9,60
	Other	7	6,10
	Total	115	100,00
	Employment Unit	Criminal Courts	30
Civil Courts		33	28,70
Public Prosecution Office		28	24,30
Commission Office		11	9,60
Enforcement Offices		11	9,60
Criminal Court of Peace		2	1,70
Total		115	100,00

When the demographic data of the participants were analyzed, it was determined that 62,60% (n=72) were female and 37,40% (n=43) were male. In terms of age, 4,30% (n=5) of the participants were between 18-23 years old, 18,30% (n=21) between 24-29 years old, 26,10% (n=30) between 30-35 years old, 24,30% (n=28) between 36-41 years old, 15,70% (n=18) between 42-47 years old, 7,00% (n=8) between 48-53 years old, 4,30% (n=5) between 54-59 years old. 71.30% (n=82) of the participants were single and 28.70% (n=33) were married. It was determined that 56,50% (n=65) were from Uşak province and 43,50% (n=50) were not from Uşak. According to the staff status, 65.20% (n=75) are clerk

of the court, 14.80% (n=17) are registrar manager, 9.60% (n=11) are bailiffs, 6.10% (n=7) other and 4.30% (n=5) are vice manager. According to the unit of employment, 28.70% (n=33) were civil courts, 26.10% (n=30) criminal courts, 24.30% (n=28) public prosecution offices, 9.60% (n=11) commission offices, 9.60% (n=11) enforcement offices, and 1.70% (n=2) criminal court of peace.

4.1 Anova and T-Test

Independent sample Anova test was performed to determine whether the level of employees' participation in the scales varied in terms of employee status, and it was determined that it was not significant at 95% confidence level. Employee empowerment ($p = 0,234$; $P > 0.05$) and work engagement ($p = 0,498$; $P > 0.05$) levels were analyzed. In other words, it was determined that there was no significant relationship between the status of the employees and employee empowerment and work engagement. Independent sample Anova test was performed to determine whether the level of participation of employees in the scales differed according to the unit of employment and it was determined that it was not significant at 95% confidence level. Employee empowerment ($p=0,431$; $P > 0.05$) and work engagement ($p=0,179$; $P > 0.05$) levels were determined. In other words, no significant relationship was found between the unit of employment and employee empowerment and work engagement. Independent sample T-test was performed to determine whether the level of participation of employees in the scales differed according to gender and it was determined that it was not significant at 95% confidence level. It was determined as employee empowerment ($p=0,527$; $P > 0.05$) and work engagement ($p=0,336$; $P > 0.05$). In other words, there was no significant relationship between the gender of the employees and employee empowerment and work engagement. Independent sample T-test was performed to determine whether the level of participation of employees in the scales differed according to their hometown status and it was determined that it was not significant at 95% confidence level. Employee empowerment ($p=0,660$; $P > 0.05$) and work engagement ($p=0,734$; $P > 0.05$) were found. In other words, it was determined that there was no significant relationship between the hometown of the employees and employee empowerment and work engagement. Independent sample T-test was conducted to determine whether the level of participation of employees in the scales differed according to marital status and it was determined that it was not significant at 95% confidence level. Employee empowerment ($p=0,511$; $P > 0.05$) and work engagement ($p=0,113$; $P > 0.05$) were determined. In other words, there was no significant relationship between the marital status of the employees and employee empowerment and work engagement.

4.2 Correlation Analysis

The relationship between the sub-dimensions of "meaning, competence, self-determination and impact" within the framework of the employee empowerment scale, the relationship between the sub-dimensions of "vigor, dedication and absorption" within the framework of the work engagement scale and the relationship between these dimensions and demographic data were revealed.

Table 3. Correlation Analysis Data

		1	2	3	4	5	6	7	8	9
Meaning mean score of employee empowerment	r.	1								
	sig.									
Competence mean score of employee empowerment	r.	,304**	1							
	sig.	,001								
Self-determination mean score of employee empowerment	r.	,073	,151	1						
	sig.	,437	,107							
Impact mean score of employee empowerment	r.	-,007	-,206*	,483**	1					
	sig.	,942	,027	,000						
Mean score of employee empowerment scale	r.	,469**	,368**	,807**	,666**	1				
	sig.	,000	,000	,000	,000					
Vigor mean score of work engagement	r.	,474**	,236*	,390**	,251**	,550**	1			
	sig.	,000	,011	,000	,007	,000				
Dedication mean score of work engagement	r.	,595**	,162	,272**	,230*	,504**	,793**	1		
	sig.	,000	,083	,003	,014	,000	,000			
Absorption mean score of work engagement	r.	,391**	,324**	,269**	,013	,369**	,517**	,426**	1	
	sig.	,000	,000	,004	,894	,000	,000	,000		
Mean score of work engagement scale	r.	,573**	,282**	,368**	,200*	,562**	,919**	,877**	,747**	1
	sig.	,000	,002	,000	,032	,000	,000	,000	,000	
Age 30	r.	,126	,247**	,051	-,055	,118	,228*	,144	,248**	,241**
	sig.	,181	,008	,585	,563	,208	,014	,126	,007	,009
Child 33	r.	-,146	,105	,120	,016	,044	,099	,015	,188*	,115
	sig.	,121	,266	,203	,865	,637	,294	,877	,045	,222
Education 34	r.	-,014	,273**	-,017	,003	,067	-,029	-,143	-,027	-,076
	sig.	,880	,003	,858	,974	,474	,761	,129	,775	,418
Service 36	r.	-,047	,159	,007	-,093	-,008	,126	,107	,067	,118
	sig.	,618	,090	,943	,324	,936	,179	,254	,474	,207
Public work 37	r.	-,036	,258**	,019	-,019	,067	,142	,007	,140	,113
	sig.	,702	,005	,838	,839	,477	,131	,937	,136	,230
Income 38	r.	-,068	,222*	,204*	,098	,190*	,175	-,025	,153	,120
	sig.	,469	,017	,029	,300	,042	,062	,790	,102	,203
Employment Unit 41	r.	-,041	-,165	,143	,207*	,110	,056	-,076	-,006	-,008
	sig.	,662	,077	,126	,026	,243	,554	,421	,950	,934

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

According to the results of the analysis, it was determined that there was a positive and significant relationship between the employee empowerment scale and the sub-dimensions of meaning, competence, self-determination and impact, respectively 0.469; 0.368; 0.807; 0.666 at 0.00 significance level ($p < 0.01$). A positive and significant relationship was found between the scale of work engagement and employee empowerment meaning, competence, self-determination and impact sub-dimensions, employee empowerment, work engagement vigor, dedication, and absorption sub-dimensions at the 0.00 significance level with the ratios of 0.573; 0.282; 0.368; 0.200; 0.562; 0.919; 0.877; 0.747 respectively

($p < 0.01$). There is a positive and significant relationship between the competence sub-dimension of employee empowerment and education, working in the public sector and income at the rate of 0.273, 0.258, 0.222 respectively ($p < 0.05$). There is a positive and significant relationship of 0,207 between the impact sub-dimension of employee empowerment and the unit of employment. It was determined that there was an inverse relationship of -0,206 between the impact sub-dimension and competence sub-dimension of employee empowerment ($p < 0,05$). Among the demographic data, it was determined that there was a positive and significant relationship between age and employee empowerment competence, work engagement intensity and work engagement, respectively; 0,247; 0,228; 0,248; 0,241 ($p < 0,05$). Among the demographic data, it was determined that there was a positive and significant relationship of 0.188 between the number of children and the intensity sub-dimension of work engagement ($p < 0.05$). The high number of children of the employees may bring more commitment to their work. Among the demographic data, it was determined that there was a positive and significant relationship between income and the sub-dimensions of employee empowerment self-determination and work engagement vigor at the rates of 0,204 and 0,190 ($p < 0,05$). Satisfactory income status of employees can be characterized as a feature that will contribute to their autonomous decision-making and being vigorous in the work environment.

4.3 Regression Analysis

Linear regression analysis was conducted to reveal the effect of the independent variable on the dependent variable. When the realization of the assumptions required for regression analysis was examined; it was determined that there was a relationship between the dependent variable and the independent variable ($p = 0.000$; $p < 0.05$). The distributions were found to be normal, and finally, the Durbin-watson value, which is used to determine the autocorrelation status and is considered normal if it is between 1-3, was 2.244 in the study. This indicates that autocorrelation, that is, the relationship between the independent variable and the dependent variable, is not at a high level. After all these assumptions were fully realized, the regression analysis interpretation was started.

Table 4. Regression Analysis Data

Independent Variable	B	Standard Error	t	P	R ²
Employee empowerment	0.756	0,105	7,226	0.000	0,31

Durbin Watson=2,244 F= 52.213, p=0.000

From the examination of the table, 31% ($R^2 = ,310$) of the change in the dependent variable, work engagement, is explained by the independent variable of employee empowerment ($\beta = ,756$). In other words, it is understood that employee empowerment is a positive and significant determinant ($R^2 = ,310$, $P < 0.00$) of the participants' work engagement. As it can be understood from here, employee empowerment constitutes 31% of the variables that increase work engagement. The remaining 69% is explained by the variables that we did not include in the model. If the R^2 value is higher than 40%, it

means that our model is applicable to real life, and this value shows how much the independent variable explains the dependent variable, that is, the strength of our model. Based on the results of the regression analysis, the regression equation for predicting work engagement was determined as work engagement = 0.979 + 0.756 * employee empowerment. If organizations want to increase their employees' work engagement, they should give importance to employee empowerment activities. It is seen that a one unit increase in employee empowerment positively affects employees' engagement for work by 0,756 units.

Table 5. Multiple Regression Analysis

Independent Variable	Dependent Variable	R	R ²	F	P	β	T	P	VIF
Meaning	Work Engagement	0.668	0.446	22.137	0.000	0.507	7.004	0.000	1.106
Self-determination	Work Engagement	0.668	0.446	22.137	0.002	0.178	0.269	0.02	1.426
Competence	Work Engagement	0.668	0.446	22.137	0.203	0.102	0.094	0.203	1.253
Impact	Work Engagement	0.668	0.446	22.137	0.274	0.094	0.06	0.274	1.459

Durbin-watson= 2,211

The relationship between the "meaning" sub-dimension among the sub-dimensions of employee empowerment and work engagement was found to be significant (F = 22,137; p = 0,000; p < 0.005). It is important that employees attach importance to the "meaning" sub-dimension in order to increase their interest and work engagement.

The relationship between the " self-determination" sub-dimension among the sub-dimensions of employee empowerment and work engagement was found to be significant (F = 22,137; p = 0.02; p < 0.005). The fact that employees are decision makers in the work environment may increase the work engagement. The aforementioned two variables explain 44.6% of work engagement. 56.4% of work engagement is explained by other variables not included in the model. The t-test results regarding the significance of the regression coefficients were analyzed and it was seen that both "meaning" and "self-determination" sub-dimensions were significant predictors of work engagement (meaning sub-dimension p = 0.000; p < .005; self-determination sub-dimension p = 0.02; p < 0.005). The sub-dimensions "competence" and "impact" do not have a significant effect (competence sub-dimension p = 0,102; impact sub-dimension p = 0,274, p > 0.05). When the "meaning" sub-dimension is increased one unit, it is seen that it has a positive effect on work engagement with a strength of 0.507. When the "self-determination" sub-dimension is increased one unit, it is seen that it has a positive effect on work engagement with a strength of 0.178.

5. CONCLUSION

Today, the success of organizations cannot be considered separately from their employees. In other words, if an organization has a successful performance, employees have a great contribution to this success. Every manager of an organization expects his/her employees to work with enthusiasm and to be self-sacrificing towards his/her organization. However, in order to have enthusiastic employees, organizational managers should also engage in employee empowerment activities. In this direction, the

relationship between employee empowerment and work engagement was revealed in this study. Within the scope of the research, the study was conducted with 115 employees working in Uşak Courthouse. As a result of the research, it was determined that there was a positive and significant relationship between the employee empowerment sub-dimensions, except for the "competence and impact" sub-dimensions, and work dedication sub-dimensions. The results obtained are similar to those of Salanova et al. (2005) and Laschinger et al. (2009). In the study, the lowest value of " impact" and the highest value of "competence" gave the same result with the research findings of Jose and Mampilly (2014). Similarly, in a study conducted with teachers, it was found that all dimensions of the employee empowerment scale were at a high level and all dimensions were related to each other (Şanlı et al., 2018). Therefore, organizations should pay attention to the dimensions of meaning, competence, self-determination, and impact, which are determined as the sub-dimensions of employee empowerment, and make efforts to create employees who are competent, self-determined and enjoy working in the workplace, and who fulfill their duties by loving their work and giving importance to their work.

In terms of regression analysis results, it was determined that employee empowerment is the antecedent of work engagement. In the study, it was determined that the "competence" dimension of psychological empowerment is the antecedent of the "vigor" and " absorption" dimensions of work engagement. In another study, Maslach et al. (2001) found a significant relationship between "competence" and " engagement". In this context, it is important for organizations to make their employees competent. The competencies of employees can be increased by organizing various trainings on this subject. In this way, organizations can have employees who work with enthusiasm.

In terms of the results of regression analysis within the scope of the study, it was determined that the "self-determination" dimension of psychological empowerment is the antecedent of the "vigor" and "dedication" dimensions of work engagement. In the work environment, employees' ability to make decisions on their own and act freely (autonomy) will result in a more vigorous and dedicated employee. It is important for organizations to focus on the dimensions of meaning, competence and self-determination, increase the value given to employees, and create a positive workplace environment (May et al., 2004) in order to create enthusiastic employees in the work environment. Organizations should also provide regular trainings to employees to improve their competencies and encourage them to make autonomous decisions (Gagne & Deci, 2005). In the study, it was determined that the " impact" dimension of psychological empowerment did not have an antecedent in the dimensions of work engagement. However, in the study conducted by Spreitzer et al. (1997), it was determined that the " impact" dimension creates a difference in the behavior of employees in organizations and is beneficial in terms of work engagement.

This study conducted for courthouse employees revealed the relationship between employee empowerment and work engagement. Since the study was conducted only in Uşak province, it constitutes a limitation. In future studies, more than one city can be included in the study and similarities

and differences between cities can be revealed. Organizational managers can be trained on employee empowerment and their sensitivity can be increased. It is important to encourage employees to make independent decisions, to increase the value they place on their work, and to create opportunities to ensure their professional competence. These elements contribute to employees feeling psychologically strong and can also increase their contribution to the organization.

For the study, ethics committee permission document dated September 13, 2021 and numbered E-89784354-050.99-37175 was obtained from the Uşak University Ethics Committee.

The study has been crafted in adherence to the principles of research and publication ethics.

The authors declare that there exists no financial conflict of interest involving any institution, organization, or individual(s) associated with the article. Furthermore, there are no conflicts of interest among the authors themselves.

The authors contributed equally to the entire process of the research.

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