

# The effect of employee empowerment and information exchange on job satisfaction in Iraqi Rasheed bank

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## Abstract

This study aims to investigate the impact of employee empowerment (EE) and employee information exchange (EIE) on job satisfaction (JS) within Iraqi organizations (IO). The research addressed the relationship between variables theoretically and practically through collecting and analyzing primary and secondary data. We distributed a questionnaire consisting of 47 forms containing a set of questions related to the study variables to the employees of Rasheed Bank in Baghdad. The characteristics of the community were analyzed at the descriptive and analytical levels, and statistical methods and tests were used at the inferential level. The research used a descriptive analytical approach to look at the data and test hypotheses. It showed that there is a statistically significant effect and relationship between EE and JS among employees. There is also a direct effect and relationship between EIE and JS in Iraqi banks. This indicates the importance of EE, EIE, achieving JS for employees, and improving the performance of organizations in Iraq.

**Keywords:** Employee Empowerment (EE), Employee Information Exchange (EIE), Job Satisfaction (JS), Iraqi Organizations (IO)

## أثر تمكين العاملين وتبادل المعلومات على الرضا الوظيفي في المنظمات العراقية

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## المستخلص

تهدف هذه الدراسة إلى الكشف عن أثر تمكين الموظفين وتبادل معلومات الموظفين على الرضا الوظيفي داخل المنظمات العراقية. تناول البحث العلاقة بين المتغيرات نظرياً وعملياً من خلال جمع وتحليل البيانات الأولية والثانوية. وزعنا استبياناً مكوناً من 47 استمارة تحتوي على مجموعة من الأسئلة المتعلقة بمتغيرات الدراسة على موظفي مصرف الرشيد في بغداد. تم تحليل خصائص المجتمع على المستويين الوصفي والتحليلي، وتم استخدام الأساليب الإحصائية والاختبارات على المستوى الاستدلالي. استخدم البحث المنهج الوصفي التحليلي لتحليل البيانات واختبار الفرضيات. أظهرت الدراسة وجود تأثير وعلاقة ذات دلالة إحصائية بين تمكين الموظفين وتبادل معلومات الموظفين بين الموظفين. كما يوجد تأثير وعلاقة مباشرة بين تمكين الموظفين وتبادل معلومات الموظفين في البنوك العراقية. وهذا يدل على أهمية تمكين الموظفين وتبادل معلومات الموظفين وتحقيق الرضا الوظيفي للموظفين وتحسين أداء المنظمات في العراق.

**الكلمات المفتاحية:** تمكين الموظفين EE، تبادل معلومات الموظفين EIE، الرضا الوظيفي JS، المنظمات العراقية IO

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## معلومات البحث

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## Introduction

The development of human resources in Iraq is a crucial aspect of attaining sustainable development and augmenting human capabilities across diverse sectors [1]. Lack of infrastructure, new

technologies, and training or information sharing infrastructure may impede institutions' ability to improve human resource management [2]. The absence of these critical infrastructural,

technological, and informational components can lead to operational inefficiencies, decreased employee engagement and satisfaction, and ultimately, a compromised ability to achieve strategic organizational objectives [3]. Human resources are one of a country's most valuable assets since boosting employees' abilities and efficiency helps achieve strategic goals [4]; [5]. Achieving JS is an integrated process that aims to improve employees' experience in the work environment by meeting their psychological, professional, and social needs, which leads to increasing their level of happiness and productivity [6]. Achieving JS reduces employee turnover rates and enhances employee commitment to the organization [7]. Satisfied employees are more likely to be creative and contribute to the development of the organization [8].

The research problem is to determine how EE and information exchange can contribute to the JS in IO, to identify the challenges that may prevent the achievement of this goal. The research also aims to examine how current administrative policies affect the support or obstruction of the empowerment process, and the effectiveness of the systems used in information exchange within Iraqi institutions. Through the research problem, we can list the main research questions: How does EE affect JS in IO? What is the role of information exchange in enhancing JS in IO?

The research aims to analyze the role of EE in developing their skills and increasing their competencies. Examine the relationship between information exchange and improving the level of individual and group performance. Propose solutions and recommendations to improve the effectiveness of EE and information exchange in IO.

The importance of the research is highlighted by providing new insights on how to invest human resources effectively in Iraq by empowering employees and improving information exchange within institutions. It also contributes to developing administrative policies and organizing internal systems that contribute to enhancing efficiency and productivity. Through this research, IO, whether governmental or private, can benefit from a deeper understanding of how to improve employee skills and raise the level of coordination and cooperation between them.

### **Literature Review**

Study of Saks, [9] consist Employee engagement is favorably correlated with HRM practices and systems, according to research. It is unclear whether HRM practices or systems are most significant for employee engagement or the theoretical mechanisms that explain the link between HRM and employee engagement. I answer these two essential concerns by constructing a caring HRM and employee engagement model based on engagement, organizational climate, and strategic HRM literatures in this research. The model shows that a system of caring HRM practices (job design, training and development, flexible work arrangements, work-life balance, participation in decision making, health and safety, career development, and health and wellness programs) will create an organizational climate of care and concern for employees, which they will respond to by caring for the organization and engaging more. This approach opens several doors for HRM and employee engagement research and practice and promotes the concept of a caring HRM system and an organizational atmosphere of care and concern for employees.

This study of Tampi [10] explores how information technology, EE, and work culture affect ministry of law and human rights riau islands regional office employee performance. the researcher uses slovin's simple random sampling technique. this study collected data via direct questionnaire. the researcher uses descriptive quantitative analysis with multiple linear regression, classical assumption tests, t-tests, f-tests, and coefficient of determination. this study found that information technology, EE, and work culture partially and significantly improve employee performance in the ministry of law and human rights regional office of riau islands.

Study of Aburumman [11] consist when the economy is bad and any of us is lucky to have a job, human resources managers worry about whether employees are contributing to organizational goals and objectives, how to recruit and select, engage, and train and develop employees. This quantitative study uses non-probability sampling with a handy sample frame. The questionnaire is modified from earlier studies. Google forms were used to collect data, however due to low response rates, targeted respondents received printed copies. SEM tests the conceptual framework. Results demonstrated that employee involvement significantly improves organizational performance. Further, knowledge sharing improves organizational performance significantly. Knowledge sharing only partially mediated employee engagement and organizational performance. Covid-19 is undermining global economy, but it's also creating new chances for businesses. Now that firms are increasingly virtual, HR managers face the largest problem of managing employees.

Study of Ghasempour [12] consist The efficacy and efficiency of every organization depend on

human resource empowerment, ethical climate, and organizational support. Thus, this paper examines how EE, ethical atmosphere, and perceived organizational support affect turnover intention directly and indirectly through JS. Warp PLS 4 evaluated questionnaire data from 215 employees of one of Mashhad's largest colleges. Results suggest work satisfaction decreases turnover intention. Additionally, EE, ethical climate, and perceived organizational support positively affect JS and negatively affect turnover intention. Results also show that JS affects ethical context and perceived organizational support on turnover intention. This study adds to organizational social exchange theory and human resource outcomes literature. Managers receive work satisfaction and turnover guidelines.

### **Employee Empowerment (EE)**

The role of EE and information exchange is considered essential to achieving this goal [13]. EE and information exchange are essential elements in human resource development in Iraq, and they contribute significantly to improving institutional performance and increasing productivity [14]. EE is the process of enabling individuals to possess the skills and resources needed to perform their tasks effectively and efficiently. It enhances employees' ability to make decisions and contribute positively to improving organizational performance. In Iraq, employees can be empowered through training and professional development, empowerment to make decisions, autonomy at work, and employee motivation [15]. EE includes providing renewed training opportunities to develop employees' skills and increase their competencies. This includes training programs in areas such as leadership, information technology, management, and foreign languages.

Encouraging employees to participate in making decisions related to their work, which leads to increased levels of responsibility and motivation [16]. By empowering employees, employees can be given confidence and freedom to perform their tasks within a framework of responsibility, which enhances their sense of accomplishment and motivates them to provide the best. And using various motivational methods such as financial rewards or moral appreciation, which enhances the employee's sense of loyalty and belonging to the institution [17].

### **Employee Information Exchange (EIE)**

Information exchange is a vital element in human resource development, as it contributes to improving levels of knowledge and job awareness. In the context of Iraq, information exchange can lead to improved human performance [18]. Information exchange by encouraging communication between employees and management to exchange ideas and suggestions. This contributes to solving problems faster and provides a more collaborative work environment. Knowledge transfer, which includes transferring experiences and knowledge between employees through workshops, forums, and continuous training. These practices contribute to the rapid development of employees' skills and increase their ability to adapt to ongoing challenges [19]. Exchange of information through information systems and the application of advanced information systems for human resource management such as enterprise resource planning systems, to facilitate employees' access to the information they need, such as organizational goals, policies, and financial reports. This contributes to improving operational efficiency. And feedback to promote a culture of providing

feedback between employees and management, which allows for improving individual and collective performance. When information about performance and achievements is exchanged, employees become more adaptable and able to achieve their goals [20]. Information exchange between employees is the process of effectively exchanging data, ideas, and knowledge within an organization. This process aims to improve collaboration, enhance productivity, and support decision-making by ensuring that everyone has the information they need at the right time [21].

### **Job Satisfaction (JS)**

JS is the employee's feeling of contentment and satisfaction with his job and the incentives, opportunities for growth, and appreciation that the work provides. This feeling is expressed by a degree of balance between the employee's expectations and the reality he lives in the work environment [22]. The importance of JS includes a number of axes, including improving performance, reducing turnover, enhancing institutional loyalty, and improving the work environment [23]. JS contributes to improved performance and productivity, increased efficiency, and enhanced creativity and innovation. Satisfaction reduces errors and increases the quality of work [24]. Satisfied employees are more willing to provide new ideas and innovative solutions [25]. Satisfied employees perform better as a result of their motivation and comfort with the work environment [26]. employee enhance the clarity of financial reporting, public safety, and trust by adhering to the Code of Conduct [27]. JS helps reduce employee turnover rates and reduce resignations, reduces employee desire to leave work, which maintains competencies in the organization, reduces recruitment costs, and

reduces the need to hire and train new employees as a result of the organization retaining its employees [28]. Performance evaluation enables the administration to attain its objectives through the efficient, effective, and affordable utilization of resources [29]. JS leads to increased employee loyalty and greater commitment. Satisfied employees show higher loyalty towards the organization and its goals, support during crises, and satisfaction increases the willingness of employees to work harder when the organization faces challenges [30]. Competence refers to an individual's ability and capacity to perform effectively and fulfill their responsibilities [31]. To enhance JS within organizations, a stimulating work environment must be provided and material and moral incentives must be offered. Employees must be involved in decision-making, opportunities for professional development must be provided, and a culture of transparency and justice must be promoted [32]. To improve performance, the basic organizational structure must be modified to include all activities and events related to employee performance and work [33]

Based on the theoretical aspect and a literature review, the research hypothesis might be presented as follows:

H1: Employee Empowerment (EE) effect on Job Satisfaction (JS).

H2: Employee Information Exchange (EIE) effect on Job Satisfaction (JS).

### Methodology

This study employs a descriptive analytical approach to investigate the function of information exchange and EE in enhancing JS. In order to

gather primary data for the field study, researchers from Rasheed Bank in Iraq distributed questionnaires to its staff. The research's necessary data came from secondary sources, such as online databases, books, papers, published studies, and scientific dissertations. The staff of Rasheed Bank in Iraq were given 47 surveys to fill out in 2024. A descriptive level study was conducted on community features like abundance, and an inferential level analysis was conducted using statistical methods and tests, including averages, tests, correlation analysis, and multiple linear regression by SPSS software. We used this method according to previous studies such as [34]; [35]; [36]; Included in the descriptive component were strategies that sought to characterize the phenomena or conditions under study.

This research employed the Cronbach's alpha method to assess the test's reliability. This method is employed to assess the internal consistency of measurement instruments that evaluate several properties. The initial stage in computing the Cronbach's alpha coefficient involves determining the variation of the scores for each subset of questionnaire items, as well as the overall variance. Subsequently, we compute the value of the alpha coefficient.

The investigation of Cronbach's alpha reliability coefficients indicates that the coefficients, ranging from 0.796 to 0.907, demonstrate that the questionnaire possesses adequate reliability. It is important to note that when the complete questionnaire is analyzed as a singular factor, the Cronbach's alpha value is determined EE to be 0.907, indicating strong reliability, while the reliability coefficient for each component of the JS questionnaire is 0.796.

**Table1: Reliability coefficient for Variables**

No.	Variables	Cronbach's Alpha	Number of Questions
1	EE	0.907	10
2	EIE	0.854	6
3	JS	0.796	11

Source: researcher, based on the questionnaire analysis.

## Results and Discussions

Having established our research methodology and collected the requisite data to evaluate our hypotheses with suitable instruments, we are now prepared to use the relevant statistical procedures that correspond with the research methodology and the variables. Let us examine the hypotheses and research inquiries. To achieve a set of research

findings and implement them in human life, it is essential to recognize that these findings are the products of the research process, which validate and substantiate the research's existence.

As shown in Table 2, the value of the significance level in all components is higher than the error value of 0.05, so we conclude the null hypothesis, i.e. all research components are normal.

**Table2: Results of Kolmogorov-Smirnov test for research variables**

No.	Variables	Significance level	Hypothesis result
1	EE	0.078	Normal
2	EIE	0.104	Normal
3	JS	0.066	Normal

Source: researcher, based on the questionnaire analysis.

Table 3 shown Pearson Correlation Coefficients between Variables as we can see the Correlation between EIE and EE 0.491, the Correlation

between JS and EE 0.775, finally the Correlation between JS and EIE 0.679.

**Table3: Pearson Correlation Coefficients**

Variables	EE	EIE	JS
EE			
EIE	0.491		
JS	0.775	0.679	

\*\*All correlation coefficients are significant at an error level of less than one percent.

Source: researcher, based on the questionnaire analysis.

Table 4 presents the validity, reliability, and descriptive statistics for all research variables. This research aims for diagnostic validity in addition to construct validity, which assesses the

appropriateness of the selected indicators for measuring the components. This indicates that the indicators of each construct will ultimately distinguish the models of other constructs based on



their measurement efficacy. The Average Variance Extracted (AVE) index revealed that all constructs examined had an average variance extracted exceeding 0.5. We employed Pooled Reliability (CR) and Cronbach's alpha indices to assess the questionnaire's reliability, confirming that these metrics above the threshold of 0.7. All these coefficients exceed 0.7, signifying the dependability of the measuring device. The final two columns of this table examine the descriptive characteristics of the variables within the

community. This research employs a 5-point Likert scale, indicating that variables with a mean exceeding 4 are deemed appropriate, reflecting above-average evaluations by sample members. Conversely, indicators with a mean below 4 are considered inappropriate, necessitating organizational measures for their development and enhancement. Consequently, we may ascertain that this organization's assessment of all research variables was subpar and situated them in an unsuitable framework.

**Table4: Validity, Reliability and Descriptive Indicators**

<b>Variables</b>	<b>AVE</b>	<b>CR</b>	<b>ronbach's Alpha</b>	<b>Average</b>	<b>Standard Deviation</b>
<b>EE</b>	<b>0.535</b>	<b>0.884</b>	<b>0.907</b>	<b>2.676</b>	<b>1.304</b>
<b>EIE</b>	<b>0.730</b>	<b>0.931</b>	<b>0.854</b>	<b>2.520</b>	<b>1.211</b>
<b>JS</b>	<b>0.538</b>	<b>0.845</b>	<b>0.796</b>	<b>2.970</b>	<b>1.211</b>

Source: researcher, based on the questionnaire analysis.

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#### Analysis and testing of research hypotheses

A direct effect relationship is another form of relationship in a structural equation model. Structured equation models utilize it to illustrate the relationship between two variables. This impact denotes the anticipated linear causal influence of one variable on another. Each direct effect illustrates the correlation between a

dependent variable and an independent variable inside the model. A dependent variable of one direct effect can serve as an independent variable, and conversely. This study employed structural equation modeling (SEM) using partial least squares (PLS) due to the limited sample size and the interrelatedness of the independent variables. The PLS estimation method identifies coefficients that enhance the model's interpretability and clarity, enabling it to predict the final dependent variable with optimal accuracy and precision. Regression modeling employs the partial least squares method (PLS), a multivariate statistical technique, notwithstanding constraints such as the indeterminate distribution of the response variable, a limited number of observations, or substantial autocorrelation among explanatory factors. We concurrently model one or more response variables in relation to multiple explanatory variables. The outcomes of this surgery are as follows.

According to Table 5, the effect of EE on employee JS has a path coefficient of 0.346, which has a t value of 6.985. The t value of this parameter (according to the five percent error rule in the null hypothesis rejection area for values outside the range of 1.96 to -1.96 for each model parameter) is greater than 1.96. Therefore, it can be said that the null hypothesis is rejected with a confidence level of 95%, i.e. EE has a statistically significant effect on employee JS. Given the positive path coefficient, it can be said that the type of relationship between the two variables is positive and significant. Therefore, at a confidence level of 95%, it can be expected that the more attention is paid to EE, the more employee JS will increase in a positive direction. Any weakness and deficiency in EE will lead to employee job dissatisfaction. Therefore, the fourth research hypothesis is accepted.

**Table5: coefficients, result of the research hypothesis**

Research hypotheses		coefficient ( $\beta$ )	T-test	Significance level	Hypothesis result
<b>Ha1</b>	<b>EE --- JS</b>	<b>0.346</b>	<b>6.985</b>	<b>0.01&lt;</b>	<b>confirmed</b>
<b>Ha2</b>	<b>EIE --- JS</b>	<b>0.201</b>	<b>4.150</b>	<b>0.01&lt;</b>	<b>confirmed</b>

Source: researcher, based on the questionnaire analysis.

According to Table 5, the effect of information exchange with employees on employee JS has a path coefficient of 0.201, which has a t value of 4.150. The t-value of this parameter (according to the five percent error rule in the region of rejecting the null hypothesis for values outside the range of 1.96 to -1.96 for each model parameter) is greater than 1.96. Therefore, it can be said that the null hypothesis is rejected with a confidence level of 95%, i.e., information exchange with employees has a statistically significant effect on employees' JS, and given the positive path coefficient, it can

be said that the type of relationship between the two variables is positive and meaningful. Therefore, at a confidence level of 95%, it can be expected that whenever information exchange with employees is taken into account, employees' JS will increase in a positive direction. Any weakness or shortcoming in terms of information exchange with employees will lead to employees' job dissatisfaction. Accordingly, the third research hypothesis is accepted.



## Conclusions

This study analyzes the relationship between EE, emotional intelligence EI, and JS at Al-Rasheed Bank. Subsequent to the data analysis, information extraction from the questionnaire, and testing of the research hypotheses, we present the findings obtained from the study. We present the research findings derived from the collected data and provide the necessary recommendations.

The Pearson correlation test reveals a correlation coefficient that signifies a direct relationship and influence between EE and JS. Hypothesis testing through structural equation modeling reveals a causal association between EE and work happiness. Consequently, it may be inferred that the expansion of EE initiatives correlates with heightened JS. The absence of progress in empowerment initiatives diminishes JS levels. The validity of the first hypothesis of the investigation was confirmed.

A statistically significant correlation exists between information exchange among employees and their JS in Iraqi banks. The Pearson correlation test reveals a direct association between the development of information exchange among employees and JS, as indicated by the correlation coefficient. Hypothesis testing via structural equation modeling reveals a causal association between employee knowledge exchange and work satisfaction. Consequently, it can be inferred that the expansion of activities facilitating information exchange among employees enhances JS, while a stagnation in such activities diminishes both productivity and JS, thereby validating the second sub-hypothesis of the research.

## Recommendations

In light of the correlation among EE, knowledge dissemination, and JS, the following list of

recommendations is provided to enhance performance and elevate staff competencies and job happiness:

Given that EE significantly impacts employee skills and job happiness, human resource management should prioritize the development of empowerment skills and initiatives.

Human resource managers will be instrumental in teaching managers to acknowledge the advantages of open communication and information sharing with employees, and they must offer the requisite training to enhance managers' competencies in this area. Moreover, fostering an organizational culture that promotes and incentivizes behaviors rooted on training, development, and information dissemination is essential.

One of the essential objectives of human resource managers is to cultivate the requisite incentives and competencies for managers to assign responsibilities to employees efficiently. Furthermore, fostering collaboration and learning abilities, formulating career trajectories, and, if feasible, implementing career development initiatives for employees, along with other programs designed to enhance skills and competences for all personnel across the organizational hierarchy. Its numerous advantages to the firm help enhance staff competencies.

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