

Impact of Structural and Psychological Empowerment on Motivation

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Abstract

Aim of the current research was to elaborate the effects of structural empowerment and psychological empowerment on the employees' motivation at various small and medium enterprises. The data was collected from the employees via conducting face to face questionnaire method. In total, 154 data were collected from those employees. Data was initially tested for the validity and reliability. Secondly, regression analysis was conducted to test the hypothesized framework. The results revealed that both structural and psychological empowerment influenced the motivation of employees positively. Besides, it was observed that psychological empowerment effected their motivation more than the structural empowerment did.

Keywords: employee motivation, psychological empowerment, structural empowerment

JEL: M 12, M19

Introduction

All organizations attempt to create a workplace where employees genuinely care about the company's results and feel responsible for them, so that they consistently strive to improve them (Torlak et al., 2019). Day by day the number of businesses in market increases and each business is in competition with one another to dominate the market and get all people's attention (Demir, 2020). With no doubt, being a successful business requires dedication and hard work by everyone working in the business; this includes every single employee in the company or organization. It is company's job to make the employees the best version of themselves to help the business reach its goals through empowering them (Ibrahim, 2016). Employee empowerment is one of the management techniques utilized by firms in response to the requirement to meet a higher level of competitiveness and keep employees from quitting (Zaim et al., 2021). The concept of empowerment is the sharing of power between superiors and subordinates with the purpose of cascading relevant decision-making power the organizational hierarchy to lower levels (Liden and Arad, 1996; Torlak et al., 2021). There are two facets of empowerment which both are crucial for employee's work.

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The very first empowering type is Structural empowerment is what the organization shares power with employees. As for structural empowerment is defined in term of set of policies of any company or organization that help the business to go on according to the business guideline (Kshitij Kumar, 2014). Each employee going to do a specific task and make decisions. This represents the hierarchy of the business; starting form lowest to highest positions. By creating a very empowering work environment (both psychological and structural empowerment) in any type of business regardless of its size, employees tend to perform better since empowerment has direct relationship with the employee's motivation to work (Chen, 2012).

The second type of empowerment psychological empowerment; Basically, psychological empowerment refers to a combination of psychological emotions that are required for individuals to feel in control of their work. Meaning is defined as a connection between a person's ideas, values, and behaviors with the needs of a job (Brief & Nord, 1990; Hackman & Oldham, 1980). Competence refers to a type of self-efficacy that is special to the workplace: a belief in one's capacity to accomplish work tasks competently (Gist, 1987). Another factor is self- determination which also boost the employee's confidence level as they have power to make work related decisions (Jalal, 2015) Self-determination is the ability to choose when it comes to initiating and regulating behaviors (Deci, Connell, & Ryan, 1989). Finally, the extent to which a person may influence strategic, administrative, or operational outcomes at work is known as impact (Ashforth, 1989). It is important for employees to feel the work they do is meaningful for the business; companies and organizations have to give credits to employees work so they can feel their work added a meaning to the business.

Once the employees are doing great, the business is going forward and will reach customer satisfaction. This is like a chain where everything is interconnected and effect on each other; together they achieve the bigger goal which is making incompatible business in the market. To progress any business, employees need to be motivated to work since the motivation make the employees to be as creative as possible and like the work they do.

Motivation is one of the problems in general according to Aquins (2009). If the employees have not motivated enough, they cannot be performing well in the organization.

Both types of empowerments are important everywhere, a lack of study and research of employee empowerment can be seen in Kurdistan Region of Iraq; therefore, the aim of this research is to show how employee empowerment, both structural and psychological leads business to be successful. To understand more of the situation inside Kurdistan Region, the aim is to elaborate this problem if it effects on employee motivation in Kurdistan or not. at first of all used a questionnaire to collect data from small and medium enterprises in total 300 data have been collected from customers and mangers after the reliability and validity analysis the regression analysis was conducted to test the impact of the independent variables to the dependent ones which is going to be interpreted in this research in the methodology section.

Literature Review

Empowerment

Nowadays empowerment has become a widely used term by corporations and organizations, and it has a wide range of implications. In studies, Empowerment has been defined in a variety of ways, but the basic feature of empowerment, according to most authors, is providing employees choice (or latitude) over particular task-related activities. Employee empowerment is defined by Randolph (1995) as "a transfer of power" from the employer to the employees. empowerment is an activity of entrusting employees with appropriate responsibilities and enabling them to develop skills (Klagge, 1998).

Empowerment, according to Vogt and Murrel (1990), is a phase in which employees' decision-making abilities are improved by teamwork, cooperation, development, education, and partnership. The term of empowerment has been liberally applied by academics since the late 1970s Calvès, A. (2009). Employees must feel accountable for the decisions they make on a regular basis in order to feel like their decisions matter (Demir, 2021). Employee empowerment is a management philosophy that emphasizes the necessity of giving employees the freedom to make and act on their own decisions. Employee empowerment is a period in which employees' decision-making abilities are improved by collaboration, sharing, training, education, and teamwork.

Workers who are empowered feel more at ease and want to do their best for their employers, which improves the motivation of employees in organization. In any business, empowerment is a critical component for achieving success, productivity, and growth (Hunjra, UIHaq, Akbar, & Yousaf, 2011). Furthermore, Ripley & Ripley (1992) proved that empowerment can improve employee motivation in accomplishing routine tasks, improve job satisfaction, raise employee loyalty and productivity, and lower employee turnover intentions. Individuals with more power reported better affective commitment and job satisfaction. Furthermore, empowered individuals reported higher levels of organizational trust, which influenced their work attitudes (Laschinger et al., 2002).

Employee empowerment is a process that must be implemented from the outset, because it involves not only improving institutional capabilities and internal entrepreneurship among employees, but also enabling the perception of self-empowerment applications through employee empowering elements. not only at work, but also when people are goal-oriented and motivated in their pursuit of achievement. Only responsible, conscientious individuals who find their occupations meaningful can improve organizational performance, effectiveness, success, and productivity. People with strong accomplishment motivation are one of the most important determinants in organizational success. Achievement motivation can be defined as the impulse that drives people to achieve their goals. People with high achievement motivation are said to have great instincts for obtaining personal and organizational success, being results-oriented, making a difference, having strong determination, and being resolute (Epstein and Harackiewicz, 1992). People with high success motivation are also more creative, have a stronger willingness to take chances, and are more eager to undertake difficult activities, according to studies (Spence et al., 1989).

Structural Empowerment

There are two types of empowerments after grasping the concept of empowerment, we need to understand those types. First type of empowerment is structural empowerment refers to the existence of social structures at work that allow individuals to achieve their work goals (Kanter, 1977).

Kanter (1977) defined structural empowerment as "certain social workplace conditions and regulations that promote access to opportunities, information, support, and resources." Access to demanding work, new abilities, and knowledge that allow for professional progress are all examples of opportunities for learning and development. Access to information about the organization's goals, beliefs, rules, and decisions is the second empowering work condition. Receiving feedback and assistance from coworkers, subordinates, and management constitutes support. The term "resources" refers to the ability to obtain temporary assistance as needed and the time required to complete one's work, both of which contribute to the achievement of organizational goals.

Each of the four factors has a direct impact on employee empowerment; the more resources, access to authority, information, and power that firms provide to employees, the more empowered and devoted individuals will be to their jobs. Power, according to Kanter (1977, p. 166) is “the ability to get things done, to mobilize resources.” She claims that empowering work conditions (i.e., opportunity, knowledge, support, and instrumental resources) have a significant impact on employee work attitudes and behaviors in terms of accomplishing corporate goals.

H1 Structural empowerment significantly affect motivation.

Psychological Empowerment

Psychological empowerment refers to a state of increased intrinsic task motivation that comprises four cognitive components: sense of meaning, competence, self-determination and impact (Spreitzer, 1995; Thomas & Velthouse, 1990). The degree to which people believe their work is relevant or meaningful is measured by meaning. The term “meaning” refers to a match between a job’s responsibilities and one’s own views, attitudes, and actions (Hackman and Oldham 1980). Competence refers to a person’s ability, talents, and capabilities in order to complete their tasks. or “A person’s belief in his or her ability to perform activities with skill is known as competence, or self-efficacy” (Spreitzer 1995). Employees’ perceptions of having choice and freedom in how they execute their jobs are referred to as self-determination. Deci and Ryan (1987) defined self-determination as “a sense of having choice in beginning and regulating actions,” which reflects job autonomy.

The perceived impact of one’s effort on the organization or department is referred to as impact. In order to increase workforce empowerment, according to Spreitzer (1995), management can play a key role in enhancing the four elements of psychological empowerment through work design.

H2 Psychological empowerment significantly affect motivation.

Motivation

To feel good about their professions and perform at their best, most employees require motivation. Some employees are driven by money, while others are motivated by recognition and awards. Motivation is an important characteristic that encourages individuals to do their best work and contributes to the achievement of major corporate goals Jain, Gupta, & Bindal (2019). Because of the benefits that motivation may provide, it is extremely vital for any firm Sekhar, Patwardhan

& Singh (2013). Malina and Selto (2001) used the balance score card (BSC) approach to conduct a case study in a single corporate context and discovered that positive motivation improves organizational outcomes. The energy, direction, and perseverance of behavior are all examples of motivation (Pinder, 1998). Basically, there are two types of motivation first type is Intrinsic motivation Individuals who are intrinsically driven do things for the sake of doing them and because they are interested in the activity Lumsden (1994). Individuals that were motivated by meeting their own self-worth demands were shown to be intrinsically motivated. Feelings of accomplishment, acknowledgment, responsibility, and acknowledgement are some of the motivating elements (Robbins and Judge 215). Extrinsic motivation is described as the practice of performing a task because it is thought to be important in reaching desired results that are unrelated to the task itself (Teo, Lim, & Lai 1999). The main difference between intrinsic and extrinsic motivation is that intrinsic motivation is fueled by a person's own need and desire to complete a task, whereas extrinsic motivation may be completed more forcefully simply to get the job done, rather than because the employee cares if the job is done.

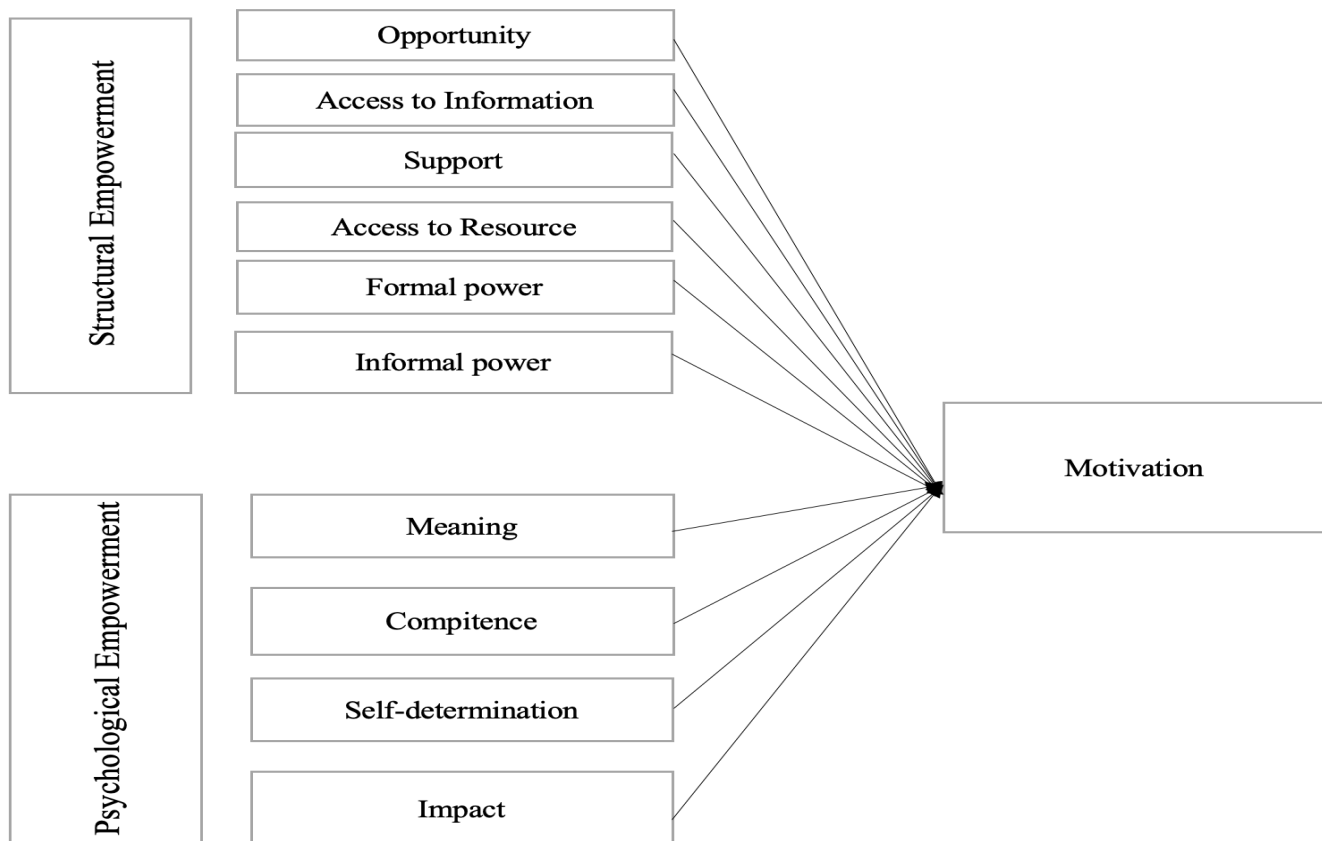


Figure 1. Model of the Study

Methodology

Problem

Employee motivation is the problem of every business. Management as well as lower-level personnel might be the source of workplace motivational challenges. Issues affecting motivation range from a lack of instruments to fulfill company goals to a simple lack of recognition of employee accomplishments by the employer. Therefore, still in Kurdistan it is not known whether the empowerment has the effect on motivation of employee's empowerment on motivation of employees or not. If it has effect on motivation needs to be explored more.

Besides, there is no studies on Kurdistan about the effect of psychological and structural empowerment on motivation. This study determined this problem In Kurdistan.

Objective

The objective of current studies is to elaborate the effects of structural empowerment and psychological empowerment on motivation-based results strategies to the managers will be given. As a result, we can conclude that there is a scarcity of studies in the Kurdistan region on the impact of psychological or structural empowerment on employee motivation. As either a consequence, further research and studies are needed in the Kurdistan region to expand on this topic so that it can be further investigated.

Data Collection

The data were collected from Kurdistan small and medium enterprises of Sulimanyah/Kurdistan region of Iraq. Initially, the questionnaire was developed to test the structural empowerment and psychological empowerment, along with motivation. In terms of the data, we used for the findings of this study, we asked questions face to face in some cases, and in others, we left the questionnaire and received responses later because those people were not accessible to answer the questions face to face at the time. All of the data was collected between the 20th of October to the 1st of November, and throughout that time we were able to collect 154 data from various businesses.

From 20th October we started data collection till 1st November all the data was recorded face to face with employees of enterprises. We concentrate on the responses of employees, then analyze the responses to meet the research's major goal, which is to determine how enterprise empowerment influences motivation.

Procedure

Cronbach's alpha was used to test the validity of the acquired data, and factory analysis was used to test the validity of the research techniques. As a result, this study is reliable. We created some hypotheses and put them to the test using regression analysis, a statistical method for calculating dependent and independent variables. In the next step, we'll present the analyzed data as findings.

To put it another way, we've gone to great lengths to ensure that our questions are excellent before releasing them to staff and customers. Then we gathered their responses and studied them to see if our hypothesis were correct or if they needed to be revised.

Research Finding

Validity

The table below shows the results of descriptive statistics exploratory factor analysis. Initially, it was observed on the table that means of opportunity were above 3,5. Secondly, access to information means of item are between 3.28 to 3.78. Thirdly, support means of items support means of items relatively there is only the different in points all between 3.60 to 3.88. Fourthly, access to resources means of items relatively between 3.73 to 3.64. Fifthly, formal power means of items relatively between 3.24 to 3.49. Sixthly, informal power means of items relatively there is only the different in points all are between 3.40 to 3.80. seventhly, meaning means of items relatively between 3.89 to 4.13. Eighthly, competence means of items relatively are between 4.11 to 4.15. Ninthly, self-determination means of item relatively between 3.66 to 4.08. tenthly, impact means of item relatively between 3.72 to 3.85. Lastly, Motivation means of items relatively between 3.72 to 3.85. Standard deviation of each item shows the overall distance between mean and rate of each participant. When standard deviation is high, hence, the distance will become higher. As result, it would be concluded that participants don't think similarly to each other. Taking the table above into account, it was observed that all standard deviations are around one and therefore, they are not high. As result, it can be concluded that the participants rated the items close to each other. Minimum standard deviation is (0.895) and maximum standard deviation is (1.388).

Kaiser-Meyer-Olkin (KMO) test result show the sampling adequacy. By another meaning, the determinant elaborates whether there are meaningful clusters among the items taken into consideration in the study. If the value of the determinant is above 0,5, it would be concluded that there are some significant clusters which can be called as dimension. This is the initial and the weak indicator. Based on the results, it was seen that KMO value of the current data used in the dimension. It is expected that the value holds 0.5 minimum. Were deleted due to their weak statistical results. The minimum value is 0,613 and the maximum value 0,817, There were no problems with the remaining communality.

Table 1. Exploratory Factor Analysis

	Mean	Std. Deviation	1	2	3	4	5	6	7	8	9	10	11	Communalities
Op1	3,67	1,077							0,452					0,613
Op2	3,73	0,991							0,437					0,694
Op3	3,74	1,127							0,747					0,791
Accln1	3,28	1,388					0,801							0,786
Accln2	3,55	1,131					0,695							0,786
Accln3	3,57	1,082					0,493							0,700
Sup1	3,60	1,121						0,423						0,708
Sup2	3,79	1,079						0,785						0,802
Sup3	3,88	0,895						0,453						0,654
AccRe1	3,64	0,969									0,665			0,700
AccRe2	3,73	0,912									0,595			0,714
Accre3	3,67	1,056									0,477			0,725
FP1	3,40	1,233								0,663				0,678
FP2	3,49	1,084								0,631				0,633
FP3	3,24	1,222								0,769				0,689
IP2	3,80	1,077											0,647	0,714
IP3	3,60	1,135											0,523	0,568
IP4	3,40	1,135											0,726	0,817
Mean1	3,98	1,011				0,679								0,726
Mean2	3,89	0,914				0,618								0,724
Mean3	4,13	0,956				0,728								0,769
Comp1	4,11	0,950		0,844										0,799
Comp2	4,15	0,895		0,744										0,687
Comp3	4,15	0,932		0,660										0,749
Selfdet1	4,08	0,950			0,643									0,659
SelfDet2	3,53	1,152			0,724									0,704
SelfDet3	3,66	0,933			0,631									0,699
Imp1	3,85	1,039	0,726											0,767
Imp2	3,72	1,017	0,770											0,746
Imp3	3,74	0,981	0,599											0,728
Mot1	3,82	0,916										0,553		0,699
Mot2	3,90	1,059										0,606		0,688
Mot3	3,89	0,958										0,405		0,709
Mot4	3,90	0,999										0,418		0,703
KMO			0,9											Total Variance
Explained Variance			12%	11%	8%	8%	6%	6%	5%	5%	4%	4%	3%	72%

Reliability*Table 2. Cronbach's Alpha Value of Opportunity*

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha Variable
Op1	7.53	3.079	0.481	0.237	0.599	0.69
Op2	7.46	3.422	0.461	0.217	0.625	
Op3	7.45	2.774	0.539	0.291	0.519	

Table 2 above shows the reliability analysis result of opportunity. Given in the analysis result, it was observed that the Cronbach's Alpha value dimension was 0.69 as the minimum threshold should be above 0.65 it can be concluded that the dimensions is reliable enough to continue with the further analysis (Mercan et al., 2020). However, it was observed that item total correlations among the questions were minimum 0.461 and maximum 0.539. if any of the correlations shows the value above 0.95 It can be suspected that there is a multicollinearity or over lab between items. Besides, there is no such a risk in among these items. Lastly, it was observed that reliability would increase from 0.69 up to 0.71 if opportunity item number 2 is deleted this operation is not performed due to already the dimensions is reliable enough.

Table 3. Cronbach's Alpha Value of Access to Information

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha Variable
Accln1	7.36	4.019	0.599	0.360	0.760	0.79
Accln2	7.14	4.601	0.665	0.453	0.674	
Accln3	7.08	4.894	0.639	0.425	0.706	

Table 3 above shows the reliability analysis result of access to information. Given in the analysis result, it was observed that the Cronbach's Alpha value dimension was 0.79 as the minimum threshold should be above 0.65 it can be concluded that the dimensions is reliable enough to continue with the further analysis which is acceptable for analysis (Khoshtaria et al., 2021). However, it was observed that item total correlations among the questions were minimum 0.599 and maximum 0.665.

Table 4. Cronbach's Alpha Value of Support

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha Variable
Sup1	7.71	2.606	0.435	0.190	0.530	0.65
Sup2	7.48	2.872	0.456	0.209	0.488	
Sup3	7.44	3.434	0.420	0.178	0.550	

Table 4 above shows the reliability analysis result of support. Given in the analysis result, it was observed that the Cronbach's Alpha value dimension was 0.65 as the minimum threshold should be above 0.65 it can be concluded that the dimensions is reliable enough to continue with the further analysis which is acceptable for analysis (Matin et al., 2021). However, it was observed that item total correlations among the questions were minimum 0.420 and maximum 0.456.

Table 5. Cronbach's Alpha Value of Access to Result

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha Variable
AccRe1	7.56	2.502	0.483	0.237	0.497	0.65
AccRe2	7.47	2.731	0.452	0.213	0.542	
Accre3	7.50	2.438	0.420	0.177	0.590	

Table 5 above shows the reliability analysis result of Access to result. Given in the analysis result, it was observed that the Cronbach's Alpha value dimension was 0.65 as the minimum threshold should be above 0.65 it can be concluded that the dimensions is reliable enough to continue with the further analysis which is acceptable for analysis. However, it was observed that item total correlations among the questions were minimum 0.420 and maximum 0.483

Table 6. Cronbach's Alpha Value of Formal Power

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha Variable
FP1	6.80	3.684	0.550	0.305	0.528	0.7
FP2	6.69	4.375	0.490	0.251	0.611	
FP3	6.94	3.982	0.469	0.224	0.637	

Table 6 above shows the reliability analysis result of Formal Power. Given in the analysis result, it was observed that the

Cronbach's Alpha value dimension was 0.7 as the minimum threshold should be above 0.65 it can be concluded that the dimensions is reliable enough to continue with the further analysis which is acceptable for analysis. However, it was observed that item total correlations among the questions were minimum 0.469 and maximum 0.550.

Table 7. Cronbach's Alpha Value of Informal Power

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha Variable
IP2	7.12	3.554	0.345	0.120	0.571	0.65
IP3	7.36	3.093	0.444	0.201	0.428	
IP4	7.52	3.071	0.419	0.185	0.466	

Table 7 above shows the reliability analysis result of Informal Power. Given in the analysis result, it was observed that the Cronbach's Alpha value dimension was 0.65 as the minimum threshold should be above 0.65 it can be concluded that the dimensions is reliable enough to continue with the further analysis which is acceptable for analysis. However, it was observed that item total correlations among the questions were minimum 0.345 and maximum 0.444.

Table 8. Cronbach's Alpha Value of Meaning

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha Variable
Mean1	8.17	2.686	0.546	0.301	0.740	0.77
Mean2	8.22	2.758	0.601	0.380	0.676	
Mean3	7.99	2.609	0.641	0.418	0.630	

Table 8 above shows the reliability analysis result of Formal Power. Given in the analysis result, it was observed that the Cronbach's Alpha value dimension was 0.77 as the minimum threshold should be above 0.65 it can be concluded that the dimensions is reliable enough to continue with the further analysis which is acceptable for analysis. However, it was observed that item total correlations among the questions were minimum 0.546 and maximum 0.641.

Table 9. Cronbach's Alpha Value of Competence

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha Variable
Comp1	8.39	2.424	0.633	0.403	0.702	0.77
Comp2	8.39	2.557	0.638	0.408	0.697	
Comp3	8.38	2.555	0.606	0.368	0.730	

Table 9 above shows the reliability analysis result of competence. Given in the analysis result, it was observed that the Cronbach's Alpha value dimension was 0.77 as the minimum threshold should be above 0.65 it can be concluded that

the dimensions is reliable enough to continue with the further analysis which is acceptable for analysis. However, it was observed that item total correlations among the questions were minimum 0.606 and maximum 0.638.

Table 10 . Cronbach's Alpha Value of Self Determination

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha Variable
Selfdet1	7.31	3.556	0.422	0.178	0.719	0.72
SelfDet2	7.83	2.372	0.592	0.372	0.517	
SelfDet3	7.73	3.069	0.566	0.347	0.555	

Table 10 above shows the reliability analysis result of self-determination. Given in the analysis result, it was observed that the Cronbach's Alpha value dimension was 0.72 as the minimum threshold should be above 0.65 it can be concluded that the dimensions is reliable enough to continue with the further analysis which is acceptable for analysis (Matin., et al 2020). However, it was observed that item total correlations among the questions were minimum 0.422 and maximum 0.592

Table 11. Cronbach's Alpha Value of Impact

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha Variable
Imp1	7.57	3.280	0.654	0.435	0.731	0.81
Imp2	7.71	3.215	0.682	0.467	0.701	
Imp3	7.65	3.476	0.620	0.386	0.766	

Table 11 above shows the reliability analysis result of impact. Given in the analysis result, it was observed that the Cronbach's Alpha value dimension was 0.81 as the minimum threshold should be above 0.65 it can be concluded that the dimensions is reliable enough to continue with the further analysis which is acceptable for analysis. However, it was observed that item total correlations among the questions were minimum 0.620 and maximum 0.654.

Hypothesis Test

Table 12. Impact of Structural Empowerment on Motivation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Adjusted R Square
		B	Std. Error	Beta			
1	(Constant)	0.932	0.254		3.676	0.000	55%
	Opportunity	0.323	0.071	0.346	4.567	0.000	
	Access_to_Information	0.201	0.057	0.261	3.546	0.001	
	support	0.212	0.077	0.221	2.752	0.007	
	access_to_resource	0.055	0.085	0.053	0.654	0.514	
	formal power	-0.082	0.061	-0.102	-1.335	0.184	
	informal_power	0.094	0.072	0.101	1.305	0.194	

The table 12 above shows the result of hypothesis tested by regression analysis methodology. As initial hypothesis, it was observed that opportunity affected motivation as 0.346. Lastly, based on T value (4.567), it was concluded that effect of opportunity on motivation is significant. It was observed that access to information affected motivation as 0.261. based on T value (3.546) P value is (0.001). Therefore, it was concluded that effect of opportunity on motivation is significant. thirdly, it was observed that support have a significant impact on motivation due to T statistic is (2.752) and P is (0.007). the hypothesis of access to resource was observed that T value is (0.654) and P value is (0.514). It was concluded that access to resource does not have significant effect on motivation. Formal power does not have significant impact on motivation base on T value (-1.335) and P value (0.184). Therefore, the hypothesis fifth is rejected and does not sufficient impact on motivation in small and medium enterprises in Kurdistan. As last hypothesis, it was observed that informal power does not have impact on motivation based on the result of T value (1.305) and the result of P value (0.194). Lastly, it was observed that structural empowerment explained 55 percent of the variance on motivation. As result, it can be concluded that H1 was partially accepted.

Table 13. Impact of Psychological Empowerment on Motivation

Psychological Empowerment on Motivation							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Adjusted R Square
		B	Std. Error	Beta			
1	(Constant)	0.101	0.226		0.445	0.657	69%
	meaning	0.095	0.056	0.096	1.715	0.088	
	competence	0.380	0.057	0.374	6.656	0.000	
	self_determination	0.283	0.072	0.297	3.922	0.000	
	impact	0.207	0.064	0.233	3.231	0.002	

The table 13 above shows the result of hypothesis tested by regression analysis methodology. As initial hypothesis, it was observed that Meaning does not effect on motivation based on T value (1.715) and P value is (0.088). Secondly, based on T value (6.656) and P value (0.000), it was concluded that effect of competence on motivation is significant. Thirdly, it was observed that self-determination have sufficient impact on motivation bas on T value (3.922) and the result of P value (0.000). therefore, the hypothesis three is accepted. As a last hypothesis impact does have a sufficient effect on motivation in the base of T value (3.321) and P value (0.002) Lastly, it can be seen on the table that psychological empowerment explained 69% of the variance on motivation. As result, it can be concluded that H2 was partially accepted.

Conclusion

The purpose of this study is to understand the effect of structural and psychological empowerment on motivation in small and medium enterprises in Sulimanyah, Kurdistan region of Iraq. The data have been collected face to face in the small and medium enterprises in Sulimanyah and Cronbach's Alpha method used to test reliability of the data and exploratory factor analysis used to test the validity of the data. The method of regression analysis was used to test hypotheses.

We have found that from the structural empowerment point of view that opportunity affected motivation as 0.346. it was observed that access to information affected motivation as 0.261. therefore, it was observed that support have a significant impact on motivation due to T statistic is (2.752) and P is (0.007). also, it was concluded that access to resource does not have significant effect on motivation. lastly, we observed that formal and informal power does not have sufficient impact on motivation according to the existing numbers.

According to psychological point of view we observed that meaning does not have a sufficient impact on motivation. therefore, hypothesis one is rejected. Also, based on the result of T and P value it was concluded that effect of competence on motivation is significant. Hence, H2 is accepted as a last hypothesis impact does have a sufficient effect on motivation. 55 percentage explained structural empowerment effect on motivation and 69 percent explained psychological empowerment effect on motivation.

Motivation is the staff perception of employees and it was observed that psychological empowerment had more effect on motivation of employees rather than structural empowerment. The reason is that the structural empowerment is what the company gives to the employees of course it has the motivation effect on the employee but most important thing is how employee perceive this motivation or this empowerment. Once the employees perceived what the manger in company gives where the psychological empowerment increases the motivation of employees also increases. Therefore, it is suggested to the managers they should know that rather than giving empowerment to employees it is important to train them to feel the empowerment and how to use this empowerment to increase motivation and employee performance in the small and medium enterprises in Sulimanyah, Kurdistan region of Iraq.

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