

RESEARCH ARTICLE**Psychological Empowerment, and Job Engagement: The Mediating Effect of Job Satisfaction in Saudi Arabia Private Sector**Abdelmohsen A. Nassani¹ | Hajer S. Al-Malki² | Wafa S. Al-Mutairi³

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Abstract

The purpose of the research is to study psychological empowerment dimensions as the independent variables (meaning, competence, self-determination, and impact) and their effects on both job satisfaction and job engagement. The research also studied the impact of job satisfaction on job engagement as a mediator variable between psychological empowerment and job engagement. We applied the study to private-sector employees in Saudi Arabia. The research sample consisted of 393 respondents, and the data were collected using an online questionnaire. Statistical procedures were applied using SPSS (means, standard deviations, correlation analysis, reliability analysis, regression Analysis of variables) and AMOS (path analysis). The results yielded a positive impact of three dimensions of psychological empowerment (meaning, self-determination, and impact) on job satisfaction, and negative impact of the competence dimension on job satisfaction. also, the result shows a positive effect of three dimensions of psychological empowerment (meaning, competence, and impact) on job engagement. The employees who have realized that there was a fit between their beliefs, values, and the needs of their role at work (i.e., meaning), exert more effort and perseverance even in difficult situations (i.e., competence), control their time, manner, and speed of performing their work (i.e., self-determination) and belief that they can make a difference in the results (i.e., impact) will feel happy and satisfied with their jobs and be more engaged into their jobs. This study also demonstrated that the meaning dimension was the strongest predictor of job satisfaction and job engagement. Human resource and OD experts must consider these critical dimensions of psychological empowerment, as they can improve worker satisfaction and commitment. These factors are crucial for enhancing organizational efficiency and ensuring long-term viability in today's dynamic labor market.

Keywords: Psychological Empowerment, Job Engagement, Job Satisfaction.

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1 | INTRODUCTION

Today's business environment is witnessing rapid changes and continuous developments. Accordingly, globalization has forced organizations to foster organizational practices that determine successful quality and outcomes, when organizations foster the trend of empowerment, employees will be able to facilitate their abilities to contribute to the organizational objectives and provide a competitive advantage for the organization (Ongori, 2007; Forrester, 2000). Empirical evidence indicates that employee engagement is associated with several positive organizational outcomes that lead to organizational commitment, citizenship behaviors, lessen turnover intention, and eventually job satisfaction (Saks, 2006). Moreover, studies show that high levels of job engagement are positively associated with employee empowerment, job satisfaction, organizational commitment, organizational effectiveness, and negatively related to job burnout, employee turnover intention. Overall, employee engagement is considered to be a critical factor for organizational success (Slatten & Mehmetoglu, 2011). Although, several studies has examined the association between psychological empowerment and job engagement (Hossen et al., 2020; Ni et al., 2020; Park and Gursoy, 2012), and job satisfaction (Ambad & Bahron, 2012; Fong & Snape, 2015; TETIK, 2016, Ayoub et al., 2018). However, very limited studies had explored the mediating effect of job satisfaction in the significant relationship between psychological empowerment's dimensions and job engagement (Hossen et al., 2020; Ngwenya & Pelsler, 2020; Li et al, 2006). To address the shortcomings of the literature, this study aims to contribute to the literature gap by exploring the mediating role of job satisfaction in the significant relationship between psychological empowerment's dimensions and job engagement, in the private sector of Saudi Arabia. Accordingly, this study aims to examine the current practices of the Saudi private sectors to the extent of whether employees are empowered and engaged, and correspondingly satisfied by their companies.

2 | THEORETICAL BACKGROUND AND HYPOTHESIS DEVELOPMENT

2.1 | The Relationship Between Psychological Empowerment' dimensions and Job Satisfaction:

To define psychological empowerment Spreitzer (1995) refers to it as an intrinsic motivation that reflects on the work role orientation of the individual. Psychological empowerment is demonstrated into four cognitions: "competence, meaning, impact, and self-determination" (Ambad et al., 2012; Thomas and Velthouse, 1990). These four dimensions represent the employee's feeling of experiencing control over their surroundings in what they perform (Arefin et al., 2019). To explain each dimension, Spreitzer (1995) argued that meaning represents the value of work goals and the fit between work role requirements and the individual's beliefs, values, and behaviors (Breif & Nord, 1990; Hackman & Oldham, 1980; Thomas & Velthouse, 1990). Competence or self-efficacy is when the individual believes in his or her capabilities to perform the task (Gist, 1987). While self-determination reflects the autonomy in performing the role's tasks (Deci et al., 1989). Impact reflects the extent to which the outcomes of organizational decisions can influence by the employee (Ashforth, 1989). Several studies had illustrated that psychological empowerment positively relates to job satisfaction (Akram, Ishaq & Arshad, 2015; Kumar & Moorthy, 2015; Maan et al., 2020; Qing et al., 2019; Singh & Singh, 2019). Job satisfaction refers to the extent to how employees feel positively and negatively towards their jobs (Steyn & Wyk, 1999). Spreitzer et al. (1996) found that job satisfaction is strongly linked to psychological empowerment dimensions. The meaning dimension is strongly linked to job satisfaction, the competence dimension enhances employees' intrinsic interests, self-determination is a key dimension for motivation, and lastly, the impact dimension strongly enhances job satisfaction. According to Fong & Snape (2015), psychological empowerment mediates the relationship between empowering leadership and organizational outcomes such as job satisfaction and organizational commitment. Ambad & Bahron (2012)

argued that empowered employees are more likely to be satisfied with their roles, unlike less empowered employees. The study indicates that psychological empowerment four dimensions strongly influence individuals' job satisfaction. TETIK (2016) stressed that these dimensions positively influence employees' job performance and job satisfaction. The study argued that among these dimensions, the dimension of meaning was the strongest factor that increases job satisfaction. In a recent study conducted by Ayoub et al. (2018) in Jordan. The study indicated that employees tend to be creative when they are satisfied by their organizations that adopt psychological empowerment practices. The study illustrated the four dimensions significantly correlate with creative performance and empowerment, while job satisfaction mediated this relationship. Another study indicated that job satisfaction mediated both direct and indirect influences of psychological empowerment on organizational innovation (Nikpour, 2018). According to the literature, the first hypothesis proposes that psychological empowerment four dimensions (meaning, competence, self-determination, impact) are significantly related to job satisfaction, thus:

H1: psychological empowerment significantly and positively relates to job satisfaction.

H1a: The meaning dimension significantly and positively relates to job satisfaction.

H1b: The competence dimension significantly and positively relates to job satisfaction.

H1c: The self-determination dimension significantly and positively relates to job satisfaction.

H1d: The impact dimension significantly and positively relates to job satisfaction.

2.2 | The Relationship Between Job Satisfaction and Job Engagement:

Hoppock (1977) considered job satisfaction as a combination of psychological, physiological, and en-

Supplementary information The online version of this article ([10.15520/jassh.v7i4.602](https://doi.org/10.15520/jassh.v7i4.602)) contains supplementary material, which is available to authorized users.

vironmental circumstances that shape the employees' satisfaction toward their jobs. According to the literature, several studies have found a positive relationship between job engagement and job satisfaction. Park and Gursoy (2012) conducted a study that examines generation effects on work engagement among U.S. hotel employees. The study resulted that work engagement relates positively to job satisfaction through its three dimensions including vigor, dedication, and absorption. A recent study conducted by Hossen et al (2020), the results revealed that internal corporate social responsibility practices, specifically employee empowerment and employment stability positively contribute to job satisfaction which leads to job engagement. Ni et al. (2020) conducted a study that aimed to investigate the influencing mechanism of job satisfaction on safety behaviors of Chinese construction workers, the study examined the mediating role of work engagement and safety knowledge. According to the result, job satisfaction significantly and positively affects safety knowledge and work engagement, and work engagement plays a mediating role between job satisfaction and safety participation behaviors. According to a study in higher education institutions, results indicated that job satisfaction positively impacts employee engagement and job performance (Pongton & Suntrayuth, 2019). In another study conducted by Zhang et al. (2020), the results argued that job satisfaction positive influences work engagement and turnover intention, and job engagement mediated the relationship. A recent study explored the association between job satisfaction's dimensions including (work characteristics, organizational management, and organizational environment); and job engagement dimensions including (job involvement, organizational commitment, and job value). The study argued the degree of job satisfaction and job engagement for Chinese food safety regulators was at an intermediate level, compared to satisfaction with the organizational environment and organizational commitment. Whereas satisfaction with work characteristics is an important factor that influences job engagement (Wen, Gu & Wen, 2019). Several studies have shown that job satisfaction relates significantly to job engagement (Ali et al., 2020; Cahill et al., 2015; Lu et al., 2016; Orgambidez-Ramos &

Almeida, 2017; Owen et al., 2018; Perera, Granziera & McIlveen, 2018; Yakın & Erdil, 2012; Yeh, 2013). Therefore, based on these findings, the second hypothesis proposes:

H2: job satisfaction significantly and positively relates job engagement.

2.3 | The Relationship Between Psychological Empowerment's Dimensions and Job Engagement:

Job demand-resources (JD-R) theory (Bakker & Demerouti, 2017) and self-determination theory (SDT) (Deci & Ryan, 1985) argued that when employees are convinced that their work is significant (meaning), and they are capable to do their jobs (competence), and they have a decision (self-determination), and other organizational departments are influenced by their work (impact), they will surely demonstrate autonomous motivation in their work roles by devoting their energy, dedication, and absorption in their jobs. Therefore, Avery et al. (2007) stated that the definitions of psychological empowerment's dimensions (meaning, competence, self-determination, impact) and the three psychological conditions of employee engagement (meaning, psychological safety, availability) are closely related (Joo et al, 2019). According to Park et al. (2017) employees who are psychologically empowered by their organization have a sense of self-confidence and feel engaged by their job roles and organization. Therefore, they experience the feeling of organizational attachment (Spreitzer & Mishra, 2002), job involvement, and satisfaction (Noorliza & Hasni, 2006). Albrecht and Andreetta (2011) discussed the positive association between employee engagement and psychological empowerment. Also, Ugwu et al. (2014) indicated that psychological empowerment directly influences job engagement. Mahmood and Sahar (2017) argued that in work attachment, employees use their characters, emotions, and physical behaviors to link it with their role performance. While on the other hand, disengaged employees ensure to protect their characters, emotions, and physical behaviors from being linked to their role performance to extract themselves from such situations. Therefore, prior studies have shown the significant positive contri-

bution of psychological empowerment towards job engagement (Bhatnagar, 2012; Jose & Mampilly, 2014; Amor et al., 2021; Sandhya & Sulphrey, 2020; Zheng & Tian, 2019). According to Gong et al, (2020) psychological empowerment dimensions are positively related to the three dimensions of job engagement, and job engagement partially mediates the relationship between proactive personality and job satisfaction. However, in a study conducted by Joo, Bozer & Ready (2019), the result argued that psychological empowerment dimensions mediated the significant influence between psychological empowerment and job engagement. The findings of the study illustrated a significant path between the meaning, the competence, the impact dimensions. Whereas, self-determination has a non-significant path with job engagement. According to Owen et al, (2018) psychological empowerment, structural empowerment, work engagement, and job satisfaction are considered as key monitors of the work environment in a shared governance system, through which employees perceive the impact of changing structure and decision-making implementation process in nursing schools. Li et al, (2006) conducted a study that indicated that these four dimensions relates positively to job satisfaction, organizational commitment, and other organizational outcomes. However, few studies had explored the mediating role of job satisfaction in the association between psychological empowerment's dimensions and job engagement (Hossen et al., 2020; Ngwenya & Pelsler, 2020). Therefore, according to the literature, the third hypotheses is:

H3: There is a significant relationship between psychological empowerment dimensions and job engagement.

H3a: The meaning dimension significantly and positively relates to job engagement.

H3b: The competence dimension significantly and positively relates job engagement.

H3c: The impact dimension significantly and positively relates job engagement.

Based on the above-mentioned literature the conceptual model for the study can be developed as the following

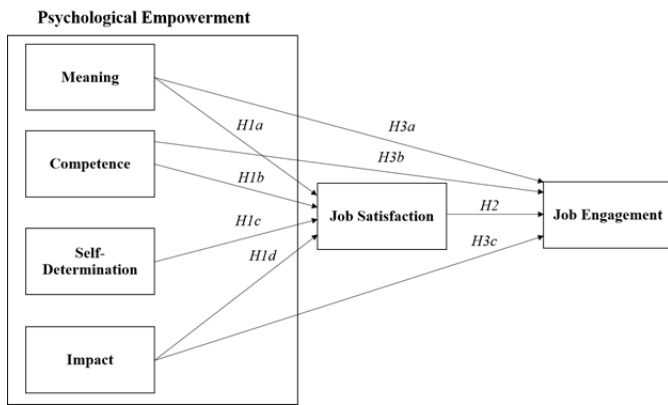


FIGURE 1: Theoretical Model

3 | METHODOLOGY:

3.1 | Sample and Data Collection

Data was collected via an online questionnaire using Google Forms. The questionnaire consisted of 33 items: 12 items to measure psychological empowerment dimensions, three items to measure job satisfaction, and 18 items to measure job engagement. The questionnaire also included demographic questions, which are as follows: gender, age, education, and experience. The study sample consisted of 393 respondents working in the private sector in the Kingdom of Saudi Arabia.

3.2 | Measures

We used measures from the previous literature to measure the research hypotheses listed in Table 1. The psychological empowerment variable we have measured on a 12-statement scale (Gretchen M. Spreitzer 1995). This scale measures four sub-dimensions; every dimension has three items; meaning, competence, self-determination, and impact. For Job satisfaction variable, we used a three-component scale (MOAQ-JSS 1975). Finally, we used an 18-statement scale for the job engagement variable (Bruce Louis Rich 2010). We used the five-point Likert scale for the study sample's responses as follows: strongly agree = 5, agree = 4, Neither Agree and Nor Disagree = 3, disagree = 2, and strongly disagree = 1.

TABLE 1: The source of Measurement Items

Variables	Item	References
Psychological Empowerment Scale	12	Gretchen M. Spreitzer 1995
Job Engagement Scale	18	Rich et al., 2010
Job Satisfaction Scale	3	MOAQ-JSS 1975

3.3 | Data Analysis

Both SPSS and AMOS were used to analyze the data. In the beginning, we used descriptive statistics to determine the profiles of the guides. Cronbach's alpha we calculated to see if psychological empowerment, job satisfaction, and job engagement scales were reliable.

4 | RESULT

4.1 | Descriptive Statistics

In table 2, The respondents' demographic Variables determined that most of the employees were male, with a percentage of 69% (N=271) were males, and 31% (N=122) were females. The respondents' age ranged from: under than 30 years of age 40.7%, between 30-39 38.4%, 40-49 17%, and more than 50 years 3.8%. In addition to that, the respondents' education was as follows: high school 2.3%, diploma 6.9%, most of them had a bachelor's degree, where their percentage was 73%, master's degree 16.3%, doctorate 1.5%. Finally, their distribution concerning experience was as follows: less than three years, where the most significant proportion was 25.7%, from 3 to less than five years 19.3%, 5 to less than 10 21.4%, from 10 to less than 15 12.5%, more than 15 years of experience 21.1%.

4.2 | Means, Standard Deviations, and Correlation Analysis of Variables

In table 3 shows the mean scores and standard deviations, and correlations. The mean results demonstrated as follows (3.81) mean score for the mean-

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Table 2: demographic Variables

		%
Gender		
Male	271	69
Female	122	31
Total	393	100
Age		
Under 30 years	160	40.7
30-39 years	151	38.4
40-49 years	67	17
50 years or more	15	3.8
Total	393	100
Education		
High school	9	2.3
Diploma	27	6.9
Bachelor	287	73
Master's Degree	64	16.3
PhD	6	1.5
Total	393	100
Experience		
Less than 3 years	101	25.7
3- less than 5 years	76	19.3
5 - less than 10 years	84	21.4
10 - less than 15 years	49	12.5
15 years or more	83	21.1
Total	393	100

ing dimension of psychological empowerment. The competence dimension gained the highest mean score with (4.38) for the self-determination dimension (3.76) and impact (3.53). The mean score for job satisfaction of the private sector employees was (3.77), and the job engagement was (4.09). Employees rated their work satisfaction and engagement as high, according to these findings.

Also conducted a Pearson Correlation to test hypotheses about the relationship between the dimension of psychological empowerment and job satisfaction, between the dimensions of psychological empowerment and job engagement, and between job satisfaction and job engagement, as shown in Table 3.

Table 3: descriptive statistics

	Mean	S. Dev.	1	2	3	4	5
1 Meaning Dimension	3.81	0.93					
2 Competence Dimension	4.38	0.53	.14**				
3 Self-Determination Dimension	3.76	0.91	.22**	.24**			
4 Impact Dimension	3.53	0.97	.32**	.18**	.48**		
5 Job Satisfaction	3.77	0.9	.56**	.08	.30**	.37**	
6 Job Engagement	4.09	0.64	.54**	.27**	.32**	.36**	.59**

According to the findings, there was a positive correlation between psychological empowerment dimensions and job satisfaction. Relatively, meaning dimension had the most significant relationship ($r=0.56$; $p<0.01$) with job satisfaction. The correlation between competence dimension and job satisfaction had the weakest correlation ($r = 0.08$; $p<0.01$).

The relationship between dimensions of psychological empowerment and job engagement was also found to be significant and positive. The most significant correlation was observed between the meaning dimension and job engagement ($r = 0.54$; $p<0.01$). The relationship between competence and job engagement was the weakest. ($r = 0.27$; $p<0.01$).

Lastly, there was a moderate positive correlation between job satisfaction and job engagement. Relatively, job satisfaction had the most significant relationship ($r=0.59$; $p<0.01$) with job engagement among all the correlations in this study.

4.3 | Reliability Analysis of the Scales

Table 3 shows the reliability analyses we had conducted for the psychological empowerment dimension, job satisfaction, and job engagement scales. According to the reliability analysis, the Cronbach's Alpha for psychological empowerment is as follows: it means 0.861, competence 0.757, self-determination 0.863, and impact 0.884. While the reliability of the job satisfaction scale was 0.804. The reliability of the job engagement scale was 0.945. The scales acceptable and reliable based on these findings.

4.4 | Regression Analysis

In Tables 5, 6, and 7. we had used Regression analyses to investigate the relative effects of psychological

Table 4: Cronbach's Alpha

Variables	Cronbach's Alpha	N of Items
Meaning Dimension	0.861	3
Competence Dimension	0.757	3
Self-Determination Dimension	0.863	3
Impact Dimension	0.884	3
Job Satisfaction	0.804	3
Job Engagement	0.945	18

empowerment dimensions on job satisfaction and engagement. Psychological empowerment dimensions we had considered independent variables, while job satisfaction and engagement were considered dependent variables. We also examined the relative effects of job satisfaction on job engagement using regression analyses where job satisfaction was considered an independent variable. In contrast, job engagement was considered a dependent variable.

Table 5: The Effect of Psychological Empowerment Dimensions on Job Satisfaction

Dependent Variable: Job Satisfaction			
Independent Variables	Beta	t value	p value
(Constant)		4.085	<.001
Meaning Dimension	0.488	11.393	<.001
Competence Dimension	-0.051	1.221	0.223
Self-determination Dimension	0.135	2.882	0.004
Impact Dimension	0.156	3.272	0.001
R = .607; R ² = .369; F = 56.663; P = <.001			
p < 0.001			

Table 5 shows that Overall psychological empowerment, which includes the meaning, competence, self-determination, and impact, explained 37% of job satisfaction variance. According to the Beta calculations, the highest variation was clarified by meaning (=0.488), followed by impact (=0.156). Self-determination was (=0.135). Competence had (=0.051) as the lowest one.

Table 6: The Effect of Psychological Empowerment Dimensions on Job Engagement

Dependent Variable: Job Engagement			
Independent Variables	Beta	t value	p value
(Constant)		6.498	<.001
Meaning Dimension	0.447	10.4	<.001
Competence Dimension	0.155	3.709	<.001
Impact Dimension	0.134	2.818	0.005
R = .606; R ² = .367; F = 56.228; P = <.001;			
p < 0.001			

Table 6 shows that Overall psychological empowerment, which includes the meaning, competence, self-determination, and impact, explained .37% of job engagement variance. According to the Beta calculations, the highest variation was clarified by meaning (=0.447), followed by competence (=0.155). The impact was (=0.134) as the lowest one.

Table 7: The Effect of Psychological Empowerment Dimensions on Job Engagement

Dependent Variable: Job Engagement			
Independent Variables	Beta	t value	p value
(Constant)		22.588	<.001
Job Satisfaction	0.595	14.635	<.001
R = .595; R ² = .354; F = 214.188; P = <.001			
p < 0.001			

Table 7 shows that job satisfaction explained .37% of job engagement variance. The Beta calculation was (=0.595), t value was (14.635).

4.5 | Testing research model and hypothesis

Table 2 shows a summary of the result of model fit. The indicators show that our model fit adequately (CFI = .998, IFI = .998, TLI = 0.969, χ^2/df = 2.193, RMSEA = .055). We have reached the best model

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that explains the relationship between the variables according to the indicators we mentioned, which means that the model is appropriate. Overall, the findings revealed that this study had sufficient validity and reliability, with no multiple collinearities problem. Besides, the analysis model fits the data well.

Table 8: path analysis

	Estimate	S.E.	C.R.	P	Label
JSA←- Meaning Dimension	0.473	0.041	11.451	***	
JSA←- Competence Dimension	-0.086	0.07	-1.227	0.22	
JSA←- Self-Determination Dimension	0.133	0.046	2.897	0.004	
JSA←- Impact Dimension	0.144	0.044	3.289	0.001	
JE←- JSA	0.283	0.033	8.702	***	
JE←- ImpactDimension	0.065	0.027	2.42	0.016	
JE←- Meaning Dimension	0.173	0.031	5.574	***	
JE←- Competence Dimension	0.221	0.045	4.908	***	

Table 9: Results of Model Fit

Statistics	Results of model fit
RMSEA	0.055
CFI	0.998
IFI	,998
TLI	,969
χ^2/df	2.193
NFI	0.996
GFI	0.998
AGFI	0.961

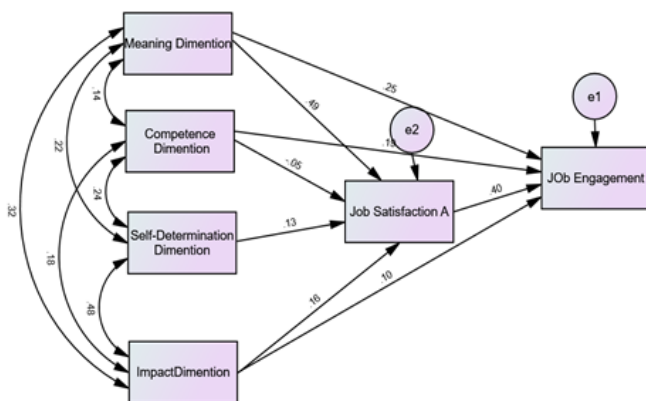


FIGURE 2: standard estimation model in Amos

5 | DISCUSSION AND CONCLUSION

This study examined psychological empowerment dimensions' effect on job satisfaction and job en-

gagement as two dependent variables. Also, it measured job satisfaction's impact on job engagement as a mediator variable in the relationship between psychological empowerment and job engagement. This study applied to private-sector employees in Saudi Arabia. The results revealed a significant positive effect of the - meaning, self-determination, and impact - dimensions of psychological empowerment on job satisfaction. also, there is a significant positive effect of three dimensions of psychological empowerment (meaning, competence, and impact) on the job engagement. This result is entirely consistent with Joo, B., Bozer, G., & Ready, K. (2019) study. There is a negative impact of the psychological empowerment competence dimension on job satisfaction. The results also showed a positive, significant effect of job satisfaction on job engagement. These results are consistent with various studies such as TETIK, N. (2016) and Joo et al. (2019). The hypotheses of the study can be discussed in more depth as follows.

In the H1a hypothesis, the results yielded a most positive effect of the meaning dimension of psychological empowerment on job satisfaction. This result is consistent with previous studies, for instance, Ambad, S., & Bahron, A. (2012), Kumar, K., & Moorthy, R. (2015), Qing, M. et al. (2019), TETIK, N. (2016), M. et al. (2015). We can interpret the result as the private sector employees' feeling of their work's importance and value and its positive impact on their job satisfaction. This study also demonstrated that the dimension of meaning was the first and the strongest predictor of job satisfaction.

The outcomes of the H1c hypothesis confirmed that the self-determination dimension of psychological empowerment has a positive effect on job satisfaction. This result is in line with the findings of previous studies like Ayoub, D. et al. (2018), Ambad, S., & Bahron, A. (2012), Kumar, K., & Moorthy, R. (2015), Qing, M. et al. (2019), TETIK, N. (2016), Spreitzer, G. (1995), Nikpour, A. (2018), and Akram, M. et al. (2015). Because private-sector employees control their time, manner, and speed of performing their work, this sense of independence positively affects their job satisfaction. During this study, the self-determination dimension predicted job satisfaction after the meaning and impact dimensions.

The H1d hypothesis showed that the impact dimension of psychological empowerment has a positive impact on job satisfaction. This result conforms with the findings of previous studies, for example, Ayoub, D. et al. (2018), Kumar, K., & Moorthy, R. (2015), Qing, M. et al. (2019), and Spreitzer, G. (1995). The result explained that an individual's influence on their work outcomes correlated positively with their job satisfaction.

For the H2 hypothesis, the study results demonstrated the Significant positive effect of job satisfaction on job engagement; this finding supports previous studies' outcomes, such as Pongton, P., & Suntrayuth, S. (2019), Ni et al. (2020), and Wen, X., Gu, L., & Wen, S. (2019). When the employees are happy and satisfied with their work, it positively affects job engagement. In another way, we can say that when private-sector employees have a high level of job engagement, they have a positive state of mind and emotions at work; as a result of their high job satisfaction.

For the H3a hypothesis, the findings showed that the meaning dimension of psychological empowerment positively impacts job engagement, consistent with previous research. As an example, Arefin, M. et al. (2019), Joo, B., Bozer, G., & Ready, K. (2019). That means when employees realized that there was a fit between their beliefs, values, and the needs of their role at work (meaning), They were much more engaged in their jobs. in this study, meaning dimension of psychological empowerment was the most predictive of job engagement.

According to the H3b hypothesis result, the competence dimension of psychological empowerment positively affects job engagement, consistent with previous studies. As an example, M. et al. (2019), Arefin, M. et al. (2019), Joo, B., Bozer, G., & Ready, K. (2019). the result means that private-sector employees exert more effort and perseverance even in difficult situations (i.e., competence) and thus were more engaged in their work and organization. In this study, the competence dimension of psychological empowerment was the second strongest predictor of job engagement.

Per the H3c hypothesis, the impact dimension of psychological empowerment has a significant impact on

job engagement, consistent with previous studies. As an example, M. et al. (2019). Arefin, M. et al. (2019), Joo, B., Bozer, G., & Ready, K. (2019). The impact dimension was low in this study, which means that the private sector employees' belief that they can make a difference in the results, whether they are strategic, administrative, or operational results, did not significantly affect employee engagement. This result may be due to many possible reasons, including that most of the participating employees were from the operational level and did not have the authority to make decisions. It could be the work culture of the respondents' companies depends on centralization in decision-making. In-depth research is needed in this regard.

In conclusion, human resource and organizational development professionals must consider these crucial aspects of psychological empowerment that, in turn, will enhance job satisfaction and job engagement. These four dimensions reflect the employee's feeling of experiencing control over their surroundings when doing their job (Arefin et al., 2019). We also recommend professionals take into account job satisfaction as it has a significant role in affecting job engagement. These variables are crucial in improving organizational effectiveness, increasing sustainability in today's competitive work market.

5.1 | Practical Implications

We conducted the study to help the human resource management department in Saudi and non-Saudi organizations in the private sector in Saudi Arabia to explore how motivational practices such as psychological empowerment, job engagement, and job satisfaction could help organizations acquire and maintain a talented workforce while gaining a competitive advantage. Human resource is a critical organizational resource; therefore, organizations adopt the best possible practices to obtain and maintain their human capital. One of the best approaches used to manage and satisfy human capital is job engagement. To build a competitive advantage, organizations must increase their profits and productivity by following new trends that value the importance of workforce engagement (Wang et al., 2019). Therefore, this study helps organizations in

the Saudi private sector enhance engagement and satisfy the workforce. We recommend this research to companies to increase psychological empowerment through several issues related to psychological empowerment dimensions.

1- to ensure compatibility between the work requirements and the employees' beliefs, values, and behaviors Spreitzer (1995). The employee's culture must be considered when hiring and ensuring that it is appropriate to its culture and work requirements.

2- to ensure that employees have the necessary competence and ability to exert the necessary effort even under challenging situations Spreitzer (1995).

3- providing employees with sufficient independence and making decisions such as work style, effort, and speed in completing their work Spreitzer (1995).

4- to ensure the employees possess a sufficient degree of influence on the strategic, administrative, or operational results at work Spreitzer (1995).

As a result of this research, these points will increase the employee's satisfaction and happiness with his job engagement. These variables significantly increase productivity and create a healthy work environment compatible with today's labor market requirements.

5.2 | Limitations and Future Research

There were some methodological limitations in this study. Can Improve the research by adding a demographic variable measuring respondents' administrative levels; This variable can help determine the levels of psychological empowerment between administrative levels and the impact of this empowerment on the dependent variables. This study was general to all private sectors. It would have been better to add a new demographic variable to identify the respondents' sectors and compare the results.

In this research, we have studied the effect of the psychological empowerment dimensions on two variables, namely, job correlation and job satisfaction. We also examined job satisfaction's impact on job engagement. Since this study focused on psychological empowerment dimensions impact on two variables only (job satisfaction and job engagement),

future studies can focus on psychological empowerment effect on other variables such as organizational commitment, organizational resilience, and innovative behavior. Future research can also study the impact of psychological empowerment on job satisfaction and job engagement on a research sample containing only a certain administrative level, for example, senior management levels or employees at the operational level. This study focused on the impact of psychological empowerment; therefore, Future studies can focus on another type of empowerment, for example, structural empowerment or leadership empowerment, and their effects on job satisfaction and job engagement. One of the suggestions for a fruitful future study is to study the reverse impact of psychological empowerment on turnover intention and burnout in particular employees at senior management levels.

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How to cite this article: A.A.N., H.S.A.M., W.S.A.M. Psychological Empowerment, and Job Engagement: The Mediating Effect of Job Satisfaction in Saudi Arabia Private Sector. *JOURNAL OF ADVANCES IN SOCIAL SCIENCE AND HUMANITIES*. 2021;1668–1681. <https://doi.org/10.15520/jassh.v7i4.602>
