



## HOW EMPLOYEE EMPOWERMENT IS AFFECTED BY THE EXERCISED LEADERSHIP STYLE

**Ahmed Ibrahim Al Junaid**

Applied Science University, College of Administrative Science,  
Business Administration Department, Bahrain

ORCID: <https://orcid.org/0000-0003-1886-1899>, email: [aljunaid.ahmed@hotmail.com](mailto:aljunaid.ahmed@hotmail.com)

**Adel Al Samman** 

Applied Science University, College of Administrative Science,  
Business Administration Department, Bahrain

ORCID: <https://orcid.org/0000-0002-8000-4030>, email: [adel.alsamman@asu.edu.bh](mailto:adel.alsamman@asu.edu.bh)

### Abstract

*The main objective of this study is to investigate how the employee empowerment is influenced by the leadership style they experience from their managers. The study employed the descriptive analytical methodology to test the developed hypotheses. The research employed a developed questionnaire that was used to collect the study data. It was distributed on 377 employees of a governmental organization, validity and reliability of the study instrument were tested through the use of Cronbach's Alpha and Pearson correlation. Main findings revealed a significant impact of leadership styles, democratic, transformational, and autocratic, on employees' empowerment, with the Democratic leadership style as one that has the highest level of effect on empowerment, followed by the transformational leadership style, and the autocratic style to get the lowest level.*

*Keywords: Employee Empowerment, Leadership Styles, Democratic Leadership, Transformational Leadership, Autocratic Leadership*

## INTRODUCTION

Self-confident employees are required and needed in all kinds of organizations, with special regard to jungle of increasing competition of today as argued by Süer, C.,(2017). It is a tool that can provide help to achieve superiority over competitors.

Managerial roles are performed by people who deal with any sort of the composed exercises. As indicated by Rath and Conchie (2009), chiefs can be characterized as somebody whose essential exercises are a piece of the administration procedure and are included sorts out, leads and controls the budgetary, human, physical and educational assets inside an association. It is worth to take note of that the achievement or disappointment of an association altogether is profoundly subject to the capacity of its administrators to play out these assignments effectively. Administrators are arranged relying upon the dimension of the executives which may fall inside the best administration, center or the main line the executives (Baker and Marjerison, 2000). The ranking directors handle the general course and tasks of an association. On a more extensive viewpoint, they handle defining the hierarchical objectives and the meaning of the techniques for accomplishing these targets. The center dimension the board handles specialty units and offices. Their obligation incorporates the interpretation of the official requests into the task, making arrangements for executions and coordinating practicing the supervisory jobs on the primary dimension the executives (Baker and Marjerison, 2000). First-Line Management administrators are straightforwardly in charge of the creation of merchandise and ventures inside an association (Erkutlu, 2008). Moreover, they are engaged with the coordinating nonsupervisory jobs representatives and incorporate directors, office administrators, and the segment boss.

In light of various administrative dimensions, leadership developments are arranged into four gatherings namely: the leadership preparing through self-improvement, leadership improvement through theoretical comprehension, administration improvement through criticism also, through structure of aptitudes that centers around the key initiative abilities that are open to instruction. Numerous supervisors work in an association (Erkutlu, 2008). Be that as it may, chiefs don't work at indistinguishable dimension from they work in various positions called the dimensions of the board. There are three dimensions of the board and incorporate regulatory or top dimension, Executive or Middle dimension of control and the Supervisory or the lower dimension of the executives (Gerhardt and Piper, 2008)

## THEORETICAL BACKGROUND

### Leadership Styles and Employee Empowerment

It is argued by Conger and Kanungo (1988) that the term empowerment is the process of levelling up the employees' self-sufficiency through giving them the required information and innovation through elimination of issues and situations that make them feel weak in the organization. They argue that individuals are strong human being by nature, but under the circumstances of negative events and uncertainties they are led to feel powerless. For employees to remain strong, as their nature dictates, within organizations, we must remove the main sources for them to feel weak and.

While Bruke (1986) argues that empowerment means that are empowered and shared, levelling up their span of responsibilities and giving them more initiative space in decision making, we find that some authors argue that empowerment could be interpreted as a process that involves a group of stages, through which, individuals are aware of their rights (Al Samman et al., 2021). On the other side, we find that Argyris (1988) targeted his criticism to the direction of delegation, stating that managers, under the normal circumstances, could appear to share, but in reality, they would not volunteer to involve their employees in their power.

Empowerment has been characterized from multiple points of view, yet most writers concur that the center component of empowerment includes giving employees a latitude (or scope) over certain assignment related activities. Randolph (1995) characterizes worker empowerment as "an exchange of intensity" from the employer to the employees. Blanchard et al. (1996) for example contended that empowerment isn't just having the opportunity to act, yet additionally having higher level of duty and responsibility. This demonstrates the executives must engage their employees so they can be committed, dedicated, fulfilled and help the association in accomplishing its goals.

There are two different theoretical perspectives when talking about the empowering leadership, namely motivational and structural ones (Hieu, 2020). The motivational perspective concentrates on employees' perception of empowerment (psychological empowerment), such as self-efficacy and self-determination (Spreitzer, 1995; Conger & Kanungo, 1988). On the other side, the structural perspective emphasizes on leaders' delegating tasks to and sharing power with employees (Leach et al., 2003; Conger & Kanungo, 1988). Through using both perspectives, Zhang and Bartol (2010) conceptualized the empowering leadership in the form of a process of power delegation to employees in order to increase the work motivation.

Hence, the empowering leadership entails sharing of power and motivation of employees to reach superior performance. So, widely speaking, we might say that the empowering leadership implies enhancing the work meaningfulness, employees' encouraging to participate

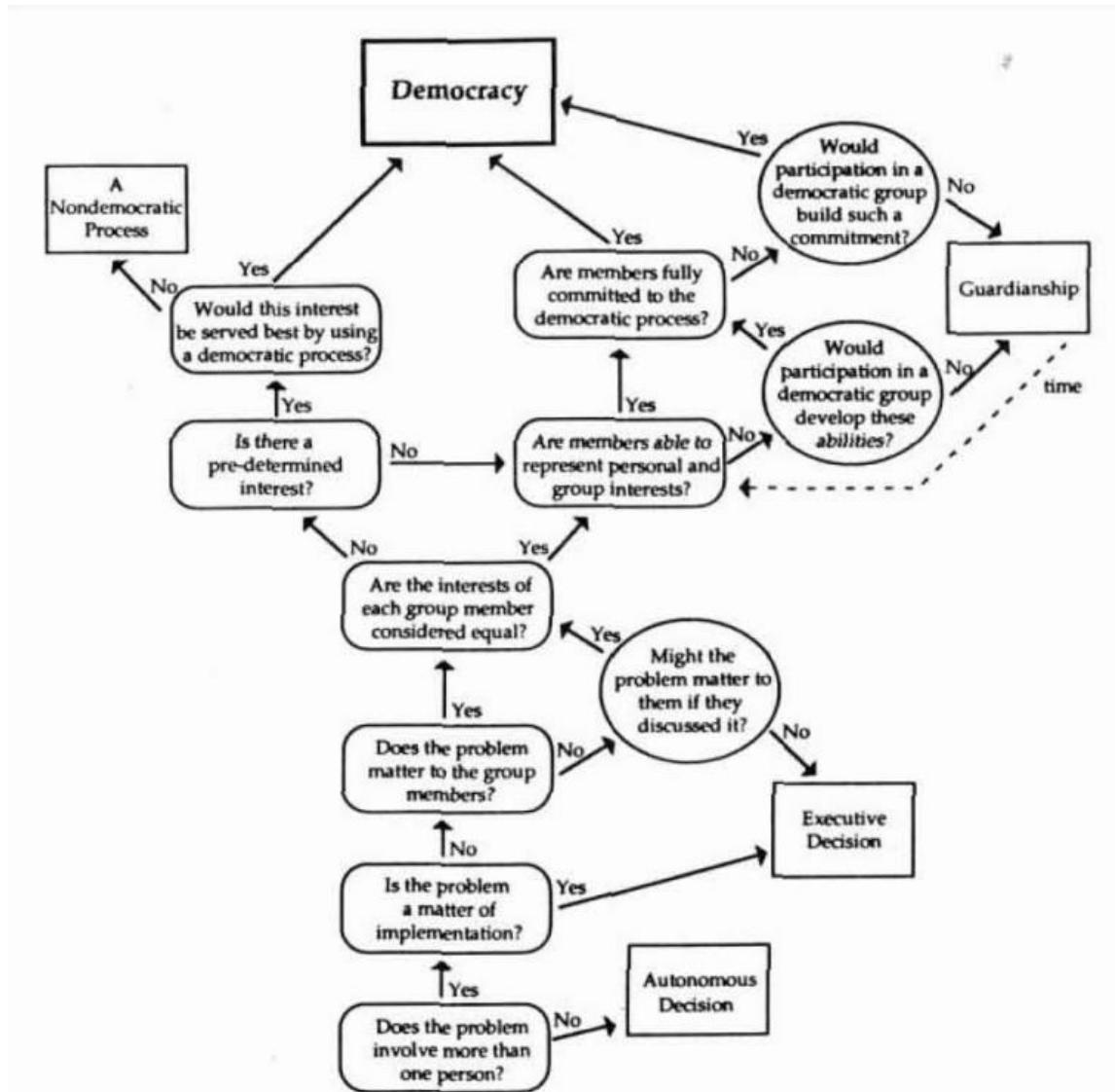
in the process of decision making, demonstrating confidence in high achievement, and promoting initiatives and autonomy from surrounding barriers (Zhang & Bartol, 2010; Arnold et al., 2000).

### **Democratic Leadership and Employee Empowerment**

The democratic leadership style is an exceptionally open and collegial style of running a group (Chukwusa, 2019). Research on administration styles has likewise demonstrated that democratic leadership prompts higher profitability among gathering individuals (Sharma, Dr & Singh, Dr., 2013). At the point when circumstances change oftentimes, equitable administration offers a lot of adaptability to adjust to better methods for getting things done. Shockingly, it is likewise to some degree moderate to settle on a choice in this structure, so while it might grasp more current and better techniques; it probably won't do as such in all respects rapidly. Fair leadership style can bring the best out of an accomplished and expert group (Kaleem, 2016). It benefits from their aptitudes and gifts by giving them a chance to share their perspectives, as opposed to just anticipating that they should accommodate. If a choice is unpredictable and expansive, it is critical to have the diverse subject matters spoken to and contributing info – this is the place democratic leader sparkles.

Democratic leadership is connected with expanded supporters' efficiency, fulfillment, inclusion, and duty (Hackman and Johnson, 1996). Part fulfillment and designations for authority are more noteworthy under democratic leadership (Bass, 1990; Stogdill, 1974). Despite the fact that the critical disadvantages to just authority are tedious exercises and long discussion over strategy, interest assumes a key job for expanding the profitability of initiative “Denhardt and Denhardt, 2003; Hackman and Johnson, 1994”. Consequently, the essential attributes of democratic leadership connotes that bunch individuals are urged to impart thoughts and insights, despite the fact that the pioneer holds the last say over choices and individuals from the gathering feel progressively occupied with the procedure prompting support of inventiveness. Interest is a center normal for majority rule authority; and the perfect of fair administration is benevolent, useful, and empowering cooperation (Sommers, 2011). Once more, Wilson et al., (1994) sorted despotic initiative, participative authority, and high contribution administration by the dimension of interest empowered by the pioneer. Chemers (2000) additionally characterized democratic leadership as stressing bunch investment. Along these lines, investment is the real normal for democratic leadership (Bass, 1990).

Figure 1: Decision Tree for Democracy and Democratic Leadership



Source: (Gastil, 1994)

In the democratic leadership style, one gets such huge numbers of conceivable outcomes (Choi, 2007) and proposals that it very well may overpower and hard to submit. Be that as it may, as the leader, when the time comes, he/she needs to pick and do as such with conviction. The group relies upon the reasonable and unambiguous commands to be submitted. Respect the thoughts: The leader, argue Hains et al., (1997), and his/her group probably won't concur with each thought. It is significant that he makes a sound situation where those thoughts are engaged and considered - not censured - or the stream of thoughts will ease back to a stream. Explain, yet don't apologize: The leader needs the promoters of the arrangements that were not chose to comprehend that their considerations were considered and had legitimacy,

however that eventually he had solid motivations to go an alternate bearing. It's essential that the choice be imparted, however he ought not apologize for settling on what he thinks. Hence, we propose the following hypothesis:

*H<sub>1-1</sub>: There is a statistically significant effect for the democratic leadership on employee empowerment*

### **Transformational Leadership and Employee Empowerment**

Transformational leaders work with supporters, representatives or groups to recognize the vital changes and make a dream. Their job is to direct them through the progressions by rousing and executing the adjustments couple with the submitted individuals from the distinctive gatherings “Zhu, Sosik, Riggio, and Yang, 2012; Rosenbach, 2018; and Northouse, 2018”. Consequently, this leadership style is distinguished as the visionary administration where chiefs in the associations move their representatives to surpass certain desires (Doucet, Fredette, Simard, and Tremblay, 2015). A leader with the transformational initiative style is to a greater extent an alluring leader and endeavors to propel representatives both through his vision and magnetism. Burns (1978) presented the idea of transformational leadership where he recognized that transformational leaders help workers alter their convictions and mentalities however by method for a persuasive procedure, defining specific coordinated objectives that rouse representatives to accomplish them through their joined endeavors. The transformational leaders work with representatives to guarantee that the objectives and missions of the organizations are exhibited unmistakably among workers “Avolio, Walumbwa, and Weber, 2009; Daft, 2014; and Tajasom, Hung, Nikbin, and Hyun, 2015”). Here, these leaders with their novel convictions, qualities, practices and demeanors support their devotees. In this manner, they rouse the representatives in such a specific way, that predominantly goes past the trades and remunerates lastly makes an enthusiastic connection for the adherents or workers towards the leaders. As indicated by Barbuto (1997), the workers trust the transformational leaders and they attempt to satisfy the desires for the leaders.

Transformational hypothesis of leadership depends on the leader's capacity to spur devotees to transcend their very own objectives for more prominent benefit of the association “Bass, 1985, 1996 as referred to by Murphy and Drodge, 2004”. Bass (1985), speculated the transformational style of administration originates from profoundly held individual qualities which can't be arranged and bids to the subordinates' feeling of good commitment and qualities (as referred to by Chan, 2005). "Transformational leaders go democratic and are portrayed as; visionary, well-spoken, guaranteed, and ready to cause trust in others in order to persuade them to outperform their typical execution objectives" (Schwarzwald, Koslowsky and Agassi, 2001).

The transformational leaders endeavor to animate the undeveloped or torpid needs of their subordinates (Chan, 2005). Bass proclaimed there were four sorts of transformational initiative conduct, to be specific admired impact (moxy), persuasive inspiration, individualized thought, and scholarly incitement (Densten, 1999). Idealized influence: Represents job demonstrating conduct where the leader in grains pride, confidence, and regard, and has a present for seeing what is extremely imperative, and transmits a feeling of mission. Inspirational motivation: Represents the utilization of pictures and images that empower the leader to raise the desires and convictions of their adherent concerning the mission and vision. Individualized consideration: Represents giving experiential learning and happens when the leader assigns a task, gives instructing and educating, and regards every devotee as a person. Intellectual stimulation: Represents intellectual improvement of the adherent and happen when the leader excites supporters to think in new ways and underscores critical thinking and the utilization of thinking before making an action.

A leader with this style of initiative abstains from deciding. They are normally hesitant to act and keep away from circumstances in which there are opportunities to experience issues (Daft, 2014; Northouse, 2018). Leaders who embrace the free enterprise initiative style don't give criticism to their adherents and thusly, they work as indicated by their own procedure of being normally enabled "Skogstad, Aasland, Nielsen, Hetland, Matthiesen, and Einarsen, 2015; and Northouse, 2018". They don't utilize rewards or different instruments to fulfill the requirements of their supporters (Avolio, Walumbwa, and Weber, 2009; Daft, 2014). Nonetheless, they give full capacity to the adherents to achieve the obligations as indicated by the guidance of the associations "Frischer, 2006; Yang, 2015; Wong, Nerstad, and Dysvik, 2014; Wong, and Giessner, 2018".

Ozaralli (2003), argues that where there is duty to make change, empowerment of employees turns into a transformational leadership function. Under such leadership viewpoint there is a feeling of mission, pride, confidence, regard, fervor and responsibility. Transformational leaders will exist at all dimensions of the organization, training staff, giving developmental learning, and appointing duties through allotting ventures that contain suitable learning encounters. They will urge creative ways to deal with work and a basic thinking way to deal with basic leadership. "Transformational leaders create a dynamic organizational vision that often necessitates a metamorphosis in cultural values to reflect greater innovation. We can also propose that transformational behaviors on the part of leaders promote empowering cultural nor" (Ozaralli 2003). Based on the above, we propose the following hypothesis:

*H<sub>1,2</sub>: There is a statistically significant effect for the transformational leadership on employee empowerment*

## **Autocratic Leadership and Employee Empowerment**

According to the autocratic leadership, a leader should exercise, unilaterally, the authority of decision making through determining procedures, policies, achieving objectives, relationships, work task, in addition to the control of reward and punishment (Okunbanjo et al., 2016). The focal point of the theory is that leaders are the ones who should take the decisions, issue directives and policies, and make the necessary rules and regulations to subordinates, in addition to announcing them without asking advice or suggestions from any party (Okunbanjo et al., 2016). Hence, the center of the theory is the strict adherence to procedures and rules, and it does not allow for other opinions within or out of the organization. Subordinates, in this theory, are not provided with opportunities to get creative in their routine activities. It is similar to theory X of McGregor's (1960).

The relationship between leadership styles and empowerment of employees was investigated by Karnama and Sheikhpour (2015). In their studies, they used the leadership styles of democratic/participative, autocratic/impressive, and assignor/unimpressive. Their findings revealed a significant effect of the autocratic leadership on the employee's empowerment and has an inverse relationship when it comes to organizational commitment. On the other side, they revealed a significant relationship among the leadership styles of democratic/participative and assignor/unimpressive and employee's empowerment.

In his theoretical study with the title of titled "Employee empowerment: a strategic tool to obtain sustainably Competitive advantage", Ghosh (2013) revealed that some managers might find it hard to translate empowerment into action as some of the variables, such as the "contaminated" ego of the managers, along with their own autocratic approach and addiction to power.

Furthermore, we find that Farh and Cheng's (2000) demonstrated that the authoritarian leadership embraces four types of behaviors. First, those leaders with autocratic leadership practice tight control and micromanagement over subordinates, and ask for unquestioning submission. Of course, this type of leaders exercises total dominance in organizations and are not usually willing to empower subordinates. Moreover, such type of leaders seldomly shares much information with their subordinates and embraces the one direction top to bottom communication (Wang et al., 2019). Second, they tend to purposely disregard the contribution and suggestions of their subordinates and are more inclined to credit any success to their own while failures are attributed to subordinates. Third, they concentrate, to a great deal, on their own dignity and often show self-confidence. They tend to manipulate and control information maintaining the power distance and creating a good image of themselves through such



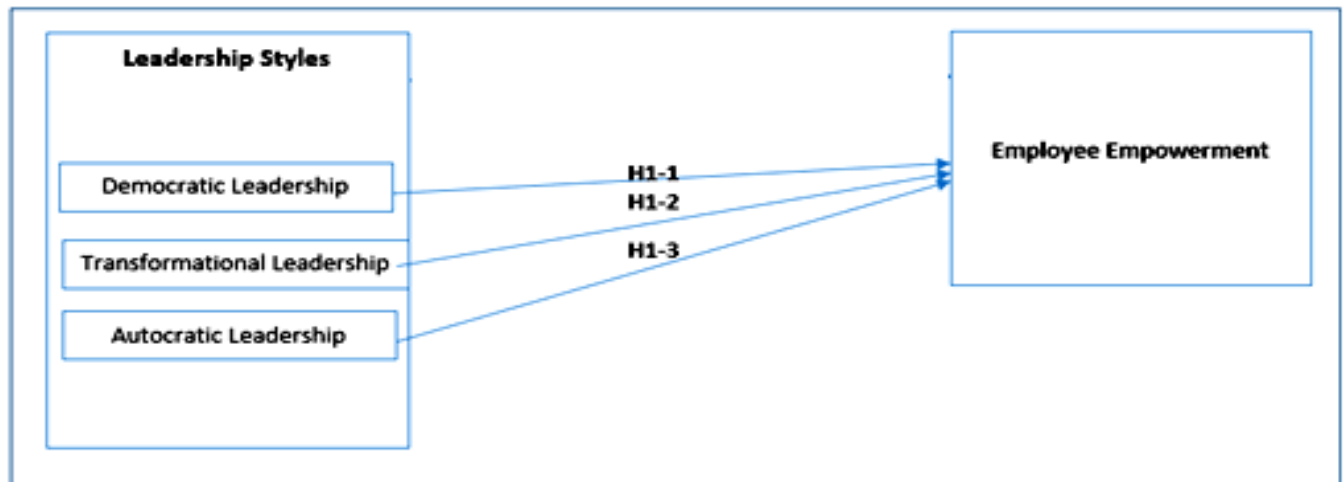
manipulation. Fourth, they ask their subordinates to exert their utmost effort and best performance within the organization and exercise strict punishment on them for poor performance, while making all vital decisions within their teams. Based on the above, we propose the following hypothesis:

*H<sub>1-3</sub>: There is a statistically significant effect for the autocratic leadership on employee empowerment*

### Conceptual Framework

In the current study, researchers have developed a conceptual framework to depict the relationship between Machiavellian Leadership perception and Employees' Opportunistic Behaviours, with the moderating variables of Moral Identity as follows:

Figure 2: Study Conceptual Framework



## RESEARCH METHODOLOGY

### Design

The study adopted a descriptive research design.

### Study Population and Sample characteristics

The study population is represented in the private and governmental service sector in Bahrain. Researchers adopted the convenience sample through distribution of an online survey. Sample size was (295) items, the collected right surveys was (227) with a response rate of 76.9%. Table (2) below shows the descriptive statistics of the sample's demographic variables (table 1).

Table 1: Study Sample Descriptive Statistics

Variable	Category	Repetition	Percentage
Gender	M	134	36.12
	F	237	63.88
Age	25 <	47	12.67
	25-30	65	17.52
	31- 35	99	26.68
	36- 40	67	18.06
	41- 45	45	12.13
	46- 50	27	7.28
	> 51	21	5.66
Qualification	High School	57	15.36
	Diploma	88	23.72
	Bachelor	195	52.56
	Post Graduate	31	8.36
Experience	<5	54	14.56
	5-10	138	37.20
	11-15	113	30.46
	>16	66	17.79
Position	Employee	302	81.40
	Supervisor	24	6.47
Status	Section Chief	32	8.63
	Manager	13	3.50

### Data Collection

Data collection was conducted by the use of a specific developed survey that consisted of 42 statements distributed on 2 sections, 27 for the independent variable and 15 for the dependent one. The Survey developed and used consisted of the following:

- a- Part 1: demographic variables, including qualifications, age, gender, , experience, and job title.
- b- Part 2: Leadership Styles, including:
  - 1) Democratic Leadership
  - 2) Transformational Leadership
  - 3) Autocratic Leadership
- c- Employee Empowerment

### Reliability

Alpha Coefficient was employed to conduct the study reliability through the use of SPSS. Total Alpha Coefficient was 0.875, which is a high coefficient indicating a high level or reliability of the survey, as shown in the table 2.

Table 2: Alpha Coefficient for the independent variable (Leadership Style) dimensions

Variables	independent variable (Leadership Style) dimensions			Employee Empowerment
	Democratic	Transformational	Autocratic	
Alpha Co.	0.898	0.932	0.832	0.875
Significance	0.01	0.01	0.01	0.01

### Validity

Validity of the research tool was conducted using two methods, one through demonstrating the survey on a number of specialized academics and specialists in the industry, and through obtaining the correlation coefficient of each statement and comparing them to the total correlation coefficient.

### Analytical Approach

The researchers used SPSS for analyzing the collected data. The following techniques were deployed:

- Descriptive statistical (i.e., frequencies' ratios, means, standard deviations, and Pearson correlation).
- Simple and multiple regression analyses were used to test the relationships that included in the study model.

## RESULTS

### Pearson Correlation among the study variables

Table 3: Pearson Correlation Coefficient between leadership styles and employee empowerment

Variables	Leadership Style			
	Transformational	Democratic	Autocratic	
Employee Empowerment	Correlation Coefficient	0.578*	0.777**	0.227
	Significance	0.01	0.01	0.432
	Statistical Significance	Significant	Significant	Non- Significant
	Order	2	1	3
At Significance level (0.01)		At Significance level (0.05)		

The above table reveals correlation between the three types of leadership and the empowerment of employees. It also exposes that the democratic style has the highest correlation with the empowerment of employees as Pearson Coefficient was 0.777 at 0.01 significance level, which means that the more democratic the leadership is, the more empowered the employees are. Democratic style was followed by the transformational style with Pearson Coefficient of 0.578 at 0.05 significance level, while the autocratic style has the lowest Pearson Coefficient and was Non- Significant.

## Testing the Study Hypotheses

### *Effect of Democratic Style on employee empowerment*

Table 4: Simple Regression to test effect of Democratic Style on employee empowerment (n=371)

Source of Variation		Degree of Freedom	Correlation Coefficient R	Coefficient of Determination R <sup>2</sup>	F Value	Level of Significance at (F)
<b>Regression</b>	Among Groups	1				
<b>Residual Value</b>	Within Groups	370	0.437	0.437	32.543	0.01
<b>Total</b>	Total	371				

The above table reveals that there is a statistically significant effect for the democratic style on empowerment of employees, as indicated by the high level of calculated F at significance level (0.01) which is less than ( $\alpha \geq 0.05$ ), which supports the value of correlation coefficient of (0.776).

Hence, we could say that adoption of democratic leadership interprets 43.7% of the dependent variable (employee empowerment) depending on ( $R^2 = 0.437$ ).

Hence, we can accept the second sub hypothesis of ( $H_{1-2}$ : There is a statistical significant effect for the transformational leadership on employees' empowerment at ministry of labor and social development) as agreed with (Karnama & Sheikhpour, 2015), and (Al Hassan et al., 2014).

**Effect of Transformational Style on employee empowerment**

Table 5: Simple Regression to test effect of Transformational Style  
on employee empowerment (n=371)

Source of Variation		Degree of Freedom	Correlation Coefficient R	Coefficient of Determination R <sup>2</sup>	F Value	Level of Significance at (F)
<b>Regression</b>	Among Groups	1				
<b>Residual Value</b>	Within Groups	370	0.576	0.315	28.543	0.01
<b>Total</b>	Total	371				

The above table reveals that there is a statistically significant effect for the transformational style on empowerment of employees, as indicated by the high level of calculated F at significance level (0.01) which is less than ( $\alpha \geq 0.05$ ), which supports the value of correlation coefficient of (0.576).

Hence, we could say that adoption of transformational leadership interprets 31.1% of the dependent variable (employee empowerment) depending on ( $R^2 = 0.315$ ).

Hence, we can accept the first sub hypothesis of ( $H_{1-1}$ : There is a statistical significant effect for the democratic leadership on employees' empowerment at ministry of labor and social development) as agreed with (Shojaei et al., 2016), (Anyango, 2015), (Attari, 2013), and (Ismail et al., 2009).

**Effect of Autocratic Style on employee empowerment**

Table 6: Simple Regression to test effect of Autocratic Style  
on employee empowerment (n=371)

Source of Variation		Degree of Freedom	Correlation Coefficient R	Coefficient of Determination R <sup>2</sup>	F Value	Level of Significance at (F)
<b>Regression</b>	Among Groups	1				
<b>Residual Value</b>	Within Groups	370	0.225	0.0456	6.135	0.45
<b>Total</b>	Total	371				

The above table reveals that the effect of the autocratic style is not statistically significant on empowerment of employees, as indicated by the low level of calculated F which was not statistically significant at significance level (0.45) which is higher than ( $\alpha \geq 0.05$ ), which supports the value of correlation coefficient of (0.225).

Hence, we could say that adoption of autocratic leadership interprets 4.56% of the dependent variable (employee empowerment) depending on ( $R^2 = 0.0456$ ).

Hence, we cannot accept the third sub hypothesis of ( $H_{1-3}$ : There is a statistical significant effect for the autocratic leadership on employees' empowerment at ministry of labor and social development) and accept the null hypothesis that there is no statistical significant effect for the autocratic leadership on employees' empowerment at ministry of labor and social development as agreed with (Anyango, 2015), (Alhassan et al., 2014) and (Murari, 2013).

## DISCUSSION

Results of the current study come in agreement with several previous studies confirming the leadership styles that are more supportive of the organization's ability to achieve its objectives are those styles that motivate employees and provoke their willing to engage in decision making, as such engagement is the real opportunity to come up with creative solutions to work impeding problems.

In addition, sharing experiences and knowledge, in addition to authorization, enhance the organization's performance and improve the quality of services provided to the community. Moreover, assurance of the relation between the leadership styles and employee empowerment sheds the light on the importance of adopting the democratic and transformational leadership styles by the decision makers within the ministry at all managerial levels to induce the organizational change that would support the organization's ability to achieve its objectives.

Matching the results of the current study with the results of previous studies reveals that the democratic style of leadership is the style that has the highest level of effect on empowerment based on the huge space of employee engagement in the decision making process through inducing new ideas and proposing recommendations that are considered by the top management at the ministry. Something that is appreciated by employees and make them feel working within a work environment that maximizes their sense of work ownership. In addition, this huge effect of this style is attributed in part to the leaders' belief in their employees' ability to perform the tasks assigned to them with a space of flexibility. In their managers' perspectives, these employees are the parties with deep knowledge about what they are doing and have self-direction towards achieving the organizational objectives.

As for the transformational leadership style, it comes second in order of effect, which is agreed as well with several mentioned previous studies, as it reflects the leaders' conviction of the necessity of transferring their knowledge and expertise to their subordinates through effective lines of communication to be able to shed the light on the value of work to be performed by such teams and give priority to their interests.

Furthermore, results of the current study agree with previous studies as far as the autocratic style is concerned as it lacks the effect on employee empowerment. This is obvious from that this style of leadership does not allow for delegation of authority as leaders who belong to such style do not possess the confidence in their employees' abilities to perform the tasks assigned to them without direction and guidance, and sometimes it could be monitoring while performing their tasks, something that contradicts with employee empowerment and might generate sense of job insecurity.

## **CONCLUSIONS**

This study aimed to explore which leadership style greatly affects employee empowerment at the Bahraini ministry of labor and social development. The findings confirmed that the democratic and transformational leadership styles have a positive impact on employee empowerment for the employees of the ministry. Notwithstanding, democratic style has been distinguished as having the more prominent effect on employee empowerment as opposed to the autocratic style, as indicated by the relationship results. Thus, the discoveries of the study have revealed insight into what leadership style ought to be received by manager or leaders inside organizations to empower their employees.

Moreover, the current study adds to growing number of literatures related to leadership in governmental and public organizations, by demonstrating how leadership styles could affect the employee empowerment, suggesting a recommended approach to leadership in governmental and public organizations. Furthermore, the study sheds the light on understanding the concept of (empowerment) in governmental organizations and provides empirical evidence demonstrating how important employee empowerment is important in governmental and public organizations, and focuses on how effective leadership styles would enhance the efficiency of employee empowerment

## **LIMITATIONS AND FUTURE RESEARCH**

The current study was applied on the Bahraini ministry of labor and social development which limits the generalization of the results to the other settings and industries. Further studies could be conducted on other sectors or industries. In addition, future research could consider to

employ alternative modes of time scale, such as the use of longitude methods of data collection, to understand better the relationship of cause and effect using some intervals of time lag. Moreover, this study concentrated on three leadership styles, namely democratic, transformational and autocratic. Via extending the study scope to include other leadership styles and other variables could help shed the light on the impact of the leadership style on other areas within the organization

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