THE IMPACT OF PSYCHOLOGICAL EMPOWERMENT ON ORGANIZATIONAL HEALTH MEDIATED BY EMPLOYEE ENGAGEMENT

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Abstract
This study aims to examine the impact of psychological empowerment on organizational health through the lens of employee engagement. It presents a theoretical framework based on existing literature regarding the study variables, alongside an analytical, practical framework based on the views of 62 administrative staff members at the College of Administration and Economics, University of Wasit. Psychological empowerment is treated as an independent variable comprising four dimensions: meaning, competence, autonomy, and impact. Organizational health is treated as a dependent variable comprising four dimensions: goal clarity, communication effectiveness, creativity, and morale. Employee engagement serves as the mediating variable, encompassing four dimensions: physical (performance-related) engagement, physical engagement, job engagement, and cognitive engagement. A questionnaire was used as the primary tool to measure the study variables, and statistical analysis was conducted using SPSS v28 and Smart PLS 4 software. The study reached several conclusions, most notably that the impact of psychological empowerment on organizational health is not limited to a direct path; Rather, a portion of this influence is transmitted through employee engagement. This implies that the empowerment experienced by individuals becomes more effective in supporting organizational health when it translates into actual engagement with the work, the job, the organization, and related cognitive aspects.

1. Introduction

Today, in a competitive business environment, many organizations seek modern, effective management methods to motivate employees to achieve goals efficiently and effectively. The concept of psychological empowerment has emerged as one of the modern management methods, the idea of which is based on giving employees confidence and independence in administrative work, as psychological empowerment leads to more positive results at the individual and organizational levels in the organization.

On the other hand, the concept of organizational health is a modern management concept that has contributed to a change in behavior, through which the health of an organization can be expressed. A healthy, motivating, and positive work environment is then considered to have good organizational health, while a frustrating, unhealthy, and negative work environment becomes a source of stress, anxiety, and disturbance, leading to work-related pressures (Hanaa, 2021). In contrast, job engagement is considered a state mentality Positive It is characterized vitality Dedication and immersion in the job, It is represented in bezel correlation individual With his job And his attachment In it and extent His interest In it, and to achieve merger Job Take Organizations several Methods And procedures that increase from level this The last in The organization And from This is amazing Methods What is known empowerment The psychological one It is considered from Methods Modern where it is on grant trust For the workers Delegation of powers and independence in the job And excitement Their feeling In picture Positive For the purpose of motivating them and increase Their trust themselves and bombing Their latent potential Which Yengr About her all from Creativity, Motivation about the job productivity And achievement Effectiveness Excellence And all this index on Level High For integration Functional (Balkhairi & Balqara, 2023).

1.1. Theoretical Aspect

1.1.1. Psychological empowerment

Psychological empowerment is one of the determinants of employee motivation that plays an important role in organizational success. Psychological empowerment contributes to developing positive employee attitudes toward their jobs through their sense of the importance of what they do, their freedom in performing their work, confidence in their abilities, and their feeling that they contribute to the success of the organization (Samir & Al-Zahraa, 2019).

The idea of psychological empowerment is based on senior management's approach of granting trust, authority, and freedom of action to subordinates in their work, considering that this behavior generates in them a feeling of importance, competence, and responsibility. Thus, it creates a sense of self-motivation and a positive perception toward work among subordinates (Aba Zaid, 2010).

Spreitzer (1995) argues that psychological empowerment consists of a group of psychological factors that enable individuals to perform their tasks with high efficiency. It includes cognitive aspects, skills, and self-confidence, and emphasizes that possessing these abilities and placing them within the appropriate framework contributes to achieving better results at both the personal and professional levels. In contrast, the loss of a sense of empowerment may lead to lower levels of skills and self-confidence (Ghand, 2025).

According to Spreitzer (1995), there are two main approaches to understanding and conceptualizing empowerment in the workplace. The first is a structural perspective, called structural empowerment, which involves activities aimed at creating conditions for greater employee autonomy. In this approach, management delegates decision-making authority to lower levels of the organization to create an enabling environment through information sharing and delegated responsibility. The second is a cognitive and psychological perspective, based on employees' perceptions of their roles at work and known as psychological empowerment. This motivational construct, or form of incentive, comprises four perceptions: meaning, competence, autonomy, and influence, and is considered a core motivator for task performance, playing a significant role in employee attitudes and performance (Al-Qarni, 2022). The importance of psychological empowerment in organizations lies in increasing performance and productivity, strengthening organizational commitment, developing skills and competencies, enhancing job satisfaction, and encouraging innovation and creativity (Hamouda & Akhlif, 2026).

Based on what has been mentioned previously, implementing psychological empowerment requires two basic elements: administration on one side and employees on the other. At the administrative level, the organization should support and encourage the practical implementation of empowerment. It is necessary to create conditions that allow individuals to use their skills and abilities in managing and monitoring their work, thereby strengthening their spirit of initiative and diligence. On the other hand, empowerment also depends on the individual. If employees are not psychologically prepared to become empowered, the organization's efforts and management practices may fail. This is because independence is a psychological condition and a perceptual context that cannot simply be imposed on an individual from the outside. When individuals adopt this psychological state, supported by organizational encouragement, they develop self-confidence and conviction in their cognitive abilities, which help them in the decision-making process (Sumaya, 2017).

Based on the above, psychological empowerment can be defined as an innate psychological feeling within the individual that positively influences the individual's perceptions of their role at work through their sense of the meaning and importance of the work they perform, confidence in their abilities and skills that qualify them to carry out their job duties, freedom to perform their work in the manner that suits them, and a sense that they can influence work outcomes (Mahmoud, 2018).

Dimensions of psychological empowerment

Meaning

Meaning refers to an employee's sense of the importance of the job, which arises from their contribution to their functional position and their role in achieving organizational goals, as well as the importance of what they do for themselves and others. Meaning also refers to the compatibility between job values and an individual's personal values, beliefs, and behaviors, which constitute human motivation. Employees who consider their work meaningful tend to have a greater sense of commitment and participation. Multiple sources of information and research on solutions help them understand the meaning and requirements of their jobs. Therefore, they exert more effort to understand problems from multiple perspectives and seek different and innovative solutions (Muhammad, 2020).

Impact

Impact refers to the degree to which an individual can influence strategic, administrative, and operational outcomes at work. Influence occurs when an individual believes that they can influence their work and that others will respond to their ideas. The key to influence is having sufficient information related to performing a task (Sawsan & Sarah, 2025).

Competence

Competence represents the level of efficiency through which an individual is able to perform work with high quality and reflects the individual's confidence in their ability to perform tasks proficiently (Abdul Karim, 2022). Competence is also related to individuals' belief that they have control over their level of performance and the factors influencing their work lives. Competent individuals have a sense of efficiency and confidence in their abilities to accomplish their work effectively compared with other employees. Competence reflects an individual's perception that they possess the abilities and experience necessary to influence strategic, administrative, and operational outcomes at work, thereby contributing to the achievement of organizational goals and institutional excellence (Al-Jadaani & Jafri, 2025).

Independence: Self-Determination

Independence refers to an individual's feeling of control over the work they perform through their ability to take initiative and establish rules that regulate their behavior. In other words, the greater an individual's sense of independence, the greater their ability to control the work they perform and determine the amount of effort they exert (Al-Kardawi, 2016).

1.1.2. Organizational Health

The term organizational health is one of the modern administrative terms in management science. Like other administrative terminology, it emerged as a result of changes in the work environment, enormous technological developments, and a number of studies and analyses conducted by scholars and researchers in business administration. It provides a clear idea of the organizational climate by highlighting the strengths within the organizational environment that should be reinforced by organizational management (Nada, 2008). It also identifies weaknesses that require study, follow-up, and treatment by the organization, with the aim of improving and raising the prevailing level of organizational health and, consequently, improving the performance of the organization as a whole. In other words, an organization that enjoys organizational health is characterized by long-term stability and resilience, continuously develops and renews itself, makes significant efforts to resolve internal disagreements, and enjoys a high level of flexibility and productivity (Ali & Mahmoud, 2022).

A healthy organization is a creative organization and, therefore, should possess characteristics such as accepting change, evaluating ideas, and viewing failure as part of the process of achieving success (Pordanjani et al., 2025). Organizational health consists of a group of elements, among the most important of which are leadership and organizational capabilities that integrate accumulated knowledge and expertise, such as technology, management, creativity, organizational adaptation, communication, and other factors that are important for organizations in gaining a competitive advantage (Khalaf, 2020).

Bevans et al. (2007) indicated that organizational health seeks to improve employees' job performance by motivating them to achieve organizational goals. Attia (2021) believes that organizational success depends on the organization's ability to create an appropriate work environment characterized by stability, trust, and high morale among employees. Organizational health also helps the institution achieve its goals, adapt to changes in its internal and external environment, and survive and grow in a highly competitive environment (Qadah & Al-Amiri, 2023).

Organizations usually seek to enhance organizational health within their institutions. In this regard, Akbaba (1997) indicated that attention should be given to two main factors. First, leadership style, which is considered an important source of employee support, meeting their needs, and promoting trust between both parties, in addition to guiding individuals, empowering them in their work, and encouraging their development, creativity, and competition among themselves. Second, organizational practices, which represent another important source of organizational health. These practices include clarifying goals, encouraging participation in decision-making, ensuring flexible communication that facilitates the exchange of information and knowledge, providing the necessary resources to accomplish work efficiently and effectively, and ensuring fairness in the distribution of wages and rewards (Al-Salami, 2026).

Organizational health, according to Kosces (2000), refers to a condition in which the organization provides a work environment and workplace that enable employees to perform successfully and achieve a level of performance that meets long-term expectations. This may be reflected in lower rates of absenteeism, employee turnover, and complaints (Al-Salami, 2026, p. 166).

Dimensions of organizational health

Clarity of goals - Clarity of objectives

Clear and well-defined goals are a hallmark of a healthy organizational structure and help administrative leaders make appropriate decisions. The validity of these goals depends on their suitability for all employees, from leaders to workers, so that the organization can achieve a high quality of work life. (Mohammed et al., 2022)

Adequacy Communication

practical transfer and exchange Information Private inside Library He is Means To exchange Ideas and trends and desires and opinions between staff That's Helps on Link cohesion , And from During it Investigates responsible impact Required in moving community about Goals Required It is considered Contact also tool Important To create Change in behavior Al-Bashri . (Noura & Saida, 2017)

Creativity

Creativity contributes to strengthening the interactive relationship between the organization and the environment in which it operates and helps the organization find solutions to the internal and external problems it faces. It also enhances the organization's ability to keep pace with developments and challenges by relying on the efficiency and capabilities of its members in thinking, planning, and analysis (Khalaf, 2020). Creativity is represented by the process through which organizations use their resources and capabilities to develop new or improved services or to develop new production and operational systems that enable them to respond more effectively to the needs and demands of their customers, thereby contributing to the achievement of organizational success in an environment characterized by change and innovation (Amal, 2022).

Morale

It refers to the feeling of belonging to the organization's community, friendship, openness, empathy, and the positive feelings individuals have towards each other, as well as the way they feel they are performing their work collaboratively, stemming from an intrinsic enthusiasm for accomplishing the work (Al-Jabri, 2017).

1.1.3. Employee integration

Maybe that described fusion the workers that he level commitment and belonging and sincerity dedication that he feels with worker direction his job and the organization. There is a

correlation between passion and thinking about the direction of the organization. He exerts efforts high from okay access the organization to achieve its objectives (Salahat, 2018), as maybe saying that phenomenon merger explained on incentives, and it was determined three conditions general for incentives. Firstly, when individuals have strong motivation; secondly, when they have a sense of solidarity with the organization; finally, when they feel pride in their work, then they feel integrated into their work (Ryan, 2022).

Work engagement is achieved when members of an organization dedicate themselves to their work roles by utilizing their energies and expressing themselves physically, cognitively, and emotionally within those roles. It is a dynamic and dialectical relationship of a psychological nature, characterized by the individual's work, expression of personal preferences, and work behaviors that enhance communication at work through their personal presence (physical, emotional, and cognitive) and their active performance. On the physical level, work engagement relates to the physical energy that employees expend in engaging with the work within the organization. The emotional aspect relates to how employees feel about their work and the emotional energy associated with their roles. The cognitive aspect addresses the employee's mental energy, alertness, and interest in the various work roles (Al-Badawi, 2023).

It is represented importance merger in the job by the following: merger in the job indicator president on quality performance job and satisfaction professional and reflects merger in the job health psychology positivity for the employee and his motivation in performance his tasks, as he increases from probability dedication in the job and investigation goals organizational successfully and with increase yield and performance and raised levels loyalty at the institution and a decrease rates absence from work (Al-Otaibi & Al-Gharaibeh, 2026).

It is considered both a work merger and a means within organizations. That's because, during that organization's work, employees are integrated into their work through several procedures, motivation, and satisfaction of their desires, creating an environment where the job focuses on investigation and contentment. In this situation, it is considered a goal that must be achieved. It is considered a means by which he contributes to improving organizational performance for the workers and achieving results for the individual and for the organization overall, gaining a competitive advantage and loyalty from individuals and clients (Belkhiri, Belkacem, 2023, p. 356).

Bakker et al. (2014) classify the factors affecting workplace engagement into two categories: situational factors, which relate to the work context and include work resources, and individual factors, which relate to the individual's personality. These traits increase an individual's workplace engagement by increasing resources, as they may make the individual more willing to seek feedback and support, increase their opportunities for growth and development, and increase their desire to face work challenges (Irfan, 2019, p. 121).

Gallup Foundation 2013 ranked employees based on their engagement into three categories: 1) The employee engaged. He works enthusiastically and feels a deep link to the organization he works for. He knows the company culture well and searches for better ways to achieve better results, where he leads the organization in the best on-the-road innovation. 2) Employee not engaged. He does not act in a way that is hostile or confuses progress in the job, and he is trying to waste time at the job, and lacks the passion and enthusiasm necessary to perform the job. 3) Employee actively disengaged: This refers to someone who tries to belittle and downplay the importance of something. Business that his colleagues completed in the job, as well as maybe obstructs progress in the job (Abbas, 2020).

Finally, it can be concluded that employee engagement is the emotional bond that develops between an employee and the organization they work for. This bond makes the employee work enthusiastically and diligently to give their best, showing interest in all aspects of their work environment, respecting their responsibilities, taking pride in the organization, and recommending it as the best place to work (Suad, Amal, 2020).

Dimensions of Employee Integration

Physical (Performance) Integration

It refers to an individual worker taking on additional roles, spending time after working hours to enhance skills related to the job, or thinking about the job after leaving work. This type is characterized by a group of behavioral intentions, such as extra-role behavior, learning, and qualitative development (Abedin, 2023).

Job Engagement

The degree of psychological alignment and responsiveness of the individual to his work is reflected in the individual's self-actualization or commitment to his work. Integration means that the individual loves his work or is interested in the work related to it (Nour El-Din, 2018).

Organizational Integration

Organizational integration reflects the individual's attitude and behavior toward the organization in which he works. Individuals who are organizationally integrated have positive attitudes toward their organization and act as ambassadors for its brand, strengthening its image and defending it. Organizational integration may result from the organization's good reputation and is also influenced by perceived organizational support and procedural justice (Abbas, 2020).

Cognitive Integration

It indicates the degree to which an individual perceives himself as a member of the institution, participates in decision-making related to his job, and considers the degree of importance of the job in his life (Muhammad, 2020).

2. Method

2.1. Research Methodology

First: The research problem. The research problem can be clarified in light of the following questions: What is the effect of psychological empowerment on organizational health through the integration of employees in the college under study? Are there any combined dimensions of psychological empowerment that have an impact on organizational health through employee integration? Does employee integration have a mediating effect on the relationship between psychological empowerment and organizational health in the college under study?

2.2. The importance of research

Consider this amazing study as a task looking for the role of the mediator, employee integration, between psychological empowerment and organizational health of employees. Their performance is affected by employees' feelings of psychological empowerment towards their work inside the college; it will affect them positively and bring peace. And in the college where they work. This study is useful because it highlights three variables: psychological empowerment, organizational health, and employee integration, and their impact on the performance of the academic institution. It examines the culture and requirements of psychological empowerment and organizational health through employee integration and their impact on administrative work.

2.3. Research objectives

Determining the degree of availability of psychological empowerment dimensions from the perspective of the employees in the college under study. A statement of the combined impact of the dimensions of psychological empowerment on the organizational health of the integration of employees in the college? Identifying the most important obstacles that stand in the way of implementing these administrative concepts and their impact on the overall performance of the college.

2.4. Research hypotheses

Considering the research problem, importance, and objectives, the set of hypotheses was formulated as follows: The first main hypothesis: (There is a statistically significant effect between psychological empowerment and organizational health). The second main hypothesis: (There is a

statistically significant effect between employee integration and organizational health). The third main hypothesis: (There is a statistically significant impact between psychological empowerment and its dimensions in the integration of workers). The fourth main hypothesis: (There is a significant effect between psychological empowerment and organizational health through the mediating role of employee integration).

Fifth: Research population and sample: The researcher selected a (purpose) sample from the research population at the College of Administration and Economics, University of Wasit, consisting of (The administrative staff (65 employees). The researcher distributed 65 questionnaires, and 62 were returned, representing 99% of the sample.

2.5. The Practical Aspect

2.5.1. Coding

Table 1 shows that the research relied on three main variables: psychological empowerment (PE) as the independent variable, employee engagement (EE) as the mediating variable, and organizational health (OH) as the dependent variable. Each variable comprised four dimensions, with five items per dimension, totaling twenty items per variable and a total of sixty items for the research instrument. A separate code was assigned to each variable and dimension to facilitate data entry, processing, and statistical analysis, and to ensure consistent coding throughout the various stages of the analysis.

Table 1. Variable coding and search dimensions

variables and dimensions	The symbol	Number of paragraphs
Meaning	ME	5
impact	IM	5
Efficiency	CO	5
Independence	SD	5
psychological empowerment	PE	20
Physical (performance) integration	PHE	5
Functional integration	JE	5
Organizational integration	OE	5
Cognitive Integration	CE	5
Employee integration	EE	20
Clarity of goals	GC	5
Communication effectiveness	CEF	5
Creativity	CR	5
morale	MO	5
Organizational health	OH	20

3. Results and Discussion

3.1. Steadfastness

Table 1 shows that Cronbach's alpha values for all research variables and their dimensions were high, exceeding the statistically acceptable limit of 0.70. The reliability values for the dimensions ranged between (0.857–0.925), indicating a high degree of internal consistency in the scales. At the main-variable level, employee integration had the highest reliability (0.932), followed by psychological empowerment (0.925), and then organizational health (0.907). Therefore, the research instrument has a high degree of reliability and internal consistency, confirming its suitability for subsequent statistical analyses and testing the research hypotheses.

Table 2. Reliability

Cronbach's alpha values	variables and dimensions
0.915	Meaning
0.883	impact
0.885	Efficiency
0.925	Independence
0.925	psychological empowerment
0.898	Physical (performance) integration
0.911	Functional integration
0.917	Organizational integration
0.921	Cognitive integration
0.932	Employee integration
0.898	Clarity of goals
0.857	Communication effectiveness
0.858	Creativity
0.908	morale
0.907	Organizational health

3.2. Descriptive analysis of the research variables

3.2.1. Psychological empowerment variable

Table 2 shows that the psychological empowerment variable had an overall arithmetic mean of (3.901), a standard deviation of (0.725), and a coefficient of variation of (18.59%), with a strong "I agree" response, ranking second among the research variables. This indicates that employees at the College of Administration and Economics possess a good level of psychological empowerment, manifested in their awareness of the importance of their work, their confidence in their ability to accomplish tasks, their sense of influence in the work environment, and their possession of a suitable degree of independence in performing their duties. At the dimension level, the meaning dimension ranked first in terms of homogeneity, with a mean of 3.900, a standard deviation of 0.739, and a coefficient of variation of 18.96%, indicating a strong "I agree" response. This reflects employees' awareness of the value and importance of their work and its alignment with their professional roles and values. The efficiency dimension ranked second, with a mean of 4.026, a standard deviation of 0.811, and a coefficient of variation of 20.14%. This was the highest mean among the variable's dimensions, indicating that employees have strong confidence in their abilities and skills to complete tasks and meet work requirements efficiently. The autonomy dimension ranked third, with a mean of 3.742, a standard deviation of 0.799, and a coefficient of variation of 21.34%, reflecting an acceptable degree of freedom and authority in choosing work methods and problem-solving approaches. While the impact dimension came in fourth place with an arithmetic mean of (3.936), a standard deviation of (0.855), and a coefficient of variation of (21.73%), despite the high arithmetic mean, the relatively high coefficient of variation reflects a greater variance in the perception of workers regarding their ability to influence decisions and outcomes related to their work .

3.2.2. Employee integration variable

Table 2 shows that the employee engagement variable achieved an overall arithmetic mean of (3.793), a standard deviation of (0.753), and a coefficient of variation of (19.85%), with an "I agree" response, ranking third among the research variables. This result indicates a good level of engagement and integration among employees of the College of Administration and Economics with their work and the organization, as evidenced by their interest in performing tasks, their effort in completing them, and their psychological and mental connection to work. However, its lower ranking compared with the other two variables suggests room to further strengthen this integration. At the dimension level, job engagement ranked first with a mean of 3.871, a standard deviation of 0.799, and a coefficient of variation of 20.65%, indicating a strong "I agree" response. This reflects strong enthusiasm, dedication, and psychological connection to the job, as well as an understanding of the value of employees' work. Physical (performance) engagement ranked second, with a mean of 3.768, a standard deviation of 0.803, and a coefficient of variation of 21.32%, showing employees' willingness to exert energy and effort and maintain an appropriate level of activity and presence while performing tasks. Organizational engagement ranked third, with a mean of 3.787, a standard deviation of 0.848, and a coefficient of variation of 22.40%, indicating a strong connection to the college, a willingness to exert extra effort for its success, and a sense of belonging. While the cognitive

integration dimension came in fourth place with a mean of (3.745), a standard deviation of (0.852), and a coefficient of variation of (22.74%), which indicates that the cognitive aspect represents the area most in need of strengthening, especially through the development of professional knowledge, encouraging analytical thinking, and expanding the mental and cognitive participation of workers in addressing work problems and developing their performance methods

3.2.3. Organizational health variable

The results in Table 2 indicate that the organizational health variable ranked first among the research variables, achieving an overall arithmetic mean of (4.014), a standard deviation of (0.656), and a coefficient of variation of (16.35%), with a strong "I agree" response . This result indicates that the College of Management and Economics enjoys a good level of organizational health from the perspective of the sample members, reflecting an organizational environment characterized by clear objectives, effective communication, support for creativity, and high morale. Furthermore, the low coefficient of variation compared with the other research variables suggests greater convergence in sample members' perceptions of this variable. At the dimension level, creativity ranked first with a mean of 4.074, a standard deviation of 0.664, and a coefficient of variation of 16.30%. It also recorded the highest means among the organizational health dimensions, reflecting a positive trend toward supporting new ideas, encouraging employees to develop their creative abilities, and providing an environment conducive to submitting proposals that benefit the work. Communication effectiveness ranked second with a mean of 4.000, a standard deviation of 0.691, and a coefficient of variation of 17.27%, indicating the effectiveness of information and communication channels between employees and different organizational levels, and their role in addressing work problems and enhancing coordination. Morale ranked third with a mean of 4.000, a standard deviation of 0.762, and a coefficient of variation of 19.06%, reflecting a good level of belonging, satisfaction, cooperation, and a positive attitude toward the work and the organization. While the dimension of clarity of goals came in fourth place with an arithmetic mean of (3.981), a standard deviation of (0.839), and a coefficient of variation of (21.08%), although it remained within the direction of the answer agree, the high coefficient of variation compared to the rest of the dimensions indicates a relative disparity in the perception of employees regarding the clarity, realism, flexibility, and relationship of the ministry's goals to the tasks they perform.

Table 3. shows the descriptive indicators for the research variables

Dimensions of research variables	arithmetic mean	standard deviation	Coefficient of variation	Arranging dimensions and variables	Direction of the answer
Meaning	3,900	0.739	18.96	1	I agree
impact	3.936	0.855	21.73	4	I agree
Efficiency	4.026	0.811	20.14	2	I agree
Independence	3.742	0.799	21.34	3	I agree
psychological empowerment	3.901	0.725	18.59	the second	I agree
Physical (performance) integration	3.768	0.803	21.32	2	I agree
Functional integration	3.871	0.799	20.65	1	I agree
Organizational integration	3.787	0.848	22.40	3	I agree
Cognitive integration	3.745	0.852	22.74	4	I agree
Employee integration	3.793	0.753	19.85	the third	I agree
Clarity of goals	3.981	0.839	21.08	4	I agree
Communication effectiveness	4,000	0.691	17.27	2	I agree
Creativity	4.074	0.664	16.30	1	I agree
morale	4,000	0.762	19.06	3	I agree
Organizational health	4.014	0.656	16.35	the first	I agree

Source: SPSS V.28

3.3. Testing research hypotheses

3.3.1. Testing the Direct Effect Hypotheses

Research Hypothesis (First Main Hypothesis)

This hypothesis states that psychological empowerment has a statistically significant effect on organizational health.

Table 4 shows that the calculated F-value for testing the effect of psychological empowerment on organizational health was 104.548, which exceeds the tabulated F-value of 3.94 at a significance level of 0.05. This indicates the regression model is significant and valid in explaining the effect of psychological empowerment on organizational health. The correlation coefficient (R) was 0.797, indicating a strong correlation between the two variables. The coefficient of determination (R^2) was 0.635, while the adjusted coefficient of determination (Adj. R^2) was 0.629. This means that psychological empowerment explains 63.5% of the variance in organizational health, while the remaining 36.5% is attributed to other variables not included in the model. The calculated t-value for the regression coefficient (β), 10.225, exceeded the critical value of 1.984 at the 0.000 significance level, confirming a significant direct effect of psychological empowerment on organizational health. The regression coefficient (β) value of 0.722 indicates that a one-unit increase in psychological empowerment leads to a 0.722-unit increase in organizational health, reflecting a strong and positive effect of psychological empowerment on enhancing organizational health. Based on these results, the alternative hypothesis, which states that psychological empowerment has a statistically significant effect on the organizational health of employees at the College of Management and Economics, was accepted.

Table 4. Statistical indicators of the impact of psychological empowerment on organizational health

Dependent variable	psychological empowerment		(t)	(R)	(R 2)	Adj (R2)	(F)	Sig	decision
Organizational health	(α)	1.199	4.284	797	635	629	104.548	0.000	Accepting the alternative hypothesis
	(β)	0722	10.225	0	0	0			
62 =N / 1.984 = (t) Tabular = 3.94 Tabular value (F) Value									

Source: SPSS V.28

Research Hypothesis (Second Main Hypothesis)

This hypothesis states that there is a statistically significant effect of employee integration on organizational health.

Table 4 shows that the calculated F-value for testing the effect of employee integration on organizational health was 124.270, which is greater than the tabulated F-value of 3.94 at a significance level of 0.05. This indicates the significance of the regression model and its validity in explaining the effect of employee integration on organizational health. The correlation coefficient (R) was 0.821, indicating a strong correlation between the two variables. The coefficient of determination (R^2) was 0.674, while the adjusted coefficient of determination (Adj. R^2) was 0.669. This means that employee integration explains 67.4% of the variance in the organizational health variable, while the remaining 32.6% is attributed to other variables not included in the model. The calculated t-value for the regression coefficient (β), which was 11.148, was greater than the critical value of 1.984, with a significance level of 0.000, confirming the significant direct effect of employee engagement on organizational health. The regression coefficient (β) value of 0.716 indicates that a one-unit increase in employee engagement leads to a 0.716-unit increase in organizational health, reflecting a strong and positive impact of employee engagement on promoting organizational health. Based on these results, the alternative hypothesis, which states that employee engagement has a statistically significant effect on organizational health among employees of the College of Management and Economics, was accepted.

Table 5. Statistical indicators of the impact of employee integration in organizational health

Dependent variable	Employee integration	(t)	(R)	(R^2)	Adj (R2)	(F)	Sig	decision
Organizational health	(α) 1.298	5.230	821	674	.669	124,270	0.000	Accepting the alternative hypothesis
	(β) 0716	11.148	0	0	0			
62 =N / 1.984 = (t) Tabular = 3.94 Tabular value (F) Value								

Source : SPSS V.28

Research Hypothesis (Third Main Hypothesis)

This hypothesis states that psychological empowerment and its dimensions have a statistically significant effect on employee integration.

Table 6 shows that the calculated F-value for testing the effect of psychological empowerment on employee engagement was 37.204, which is greater than the tabulated F-value of 3.94 at a significance level of 0.05. This indicates the regression model is significant and valid in explaining the effect of psychological empowerment on employee engagement. The correlation coefficient (R) was 0.619, indicating a strong correlation between the two variables. The coefficient of determination (R^2) was 0.383, while the adjusted coefficient of determination (Adj. R^2) was 0.372. This means that psychological empowerment explains 38.3% of the variance in the employee engagement variable, while the remaining 61.7% is attributed to other variables not included in the model. The calculated t-value for the regression coefficient (β), which was 6.100, was greater than the critical value of 1.984, with a significance level of 0.000, thus confirming the significant direct effect of psychological empowerment on employee engagement. The regression coefficient value (β) of 0.642 indicates that a one-unit increase in psychological empowerment leads to a 0.642-unit increase in employee engagement, reflecting a positive effect of psychological empowerment on enhancing employee engagement. Based on these results, the alternative hypothesis, which states that psychological empowerment has a statistically significant effect on employee engagement among the staff at the College of Management and Economics, was accepted.

Table 6. Statistical indicators of the impact of psychological empowerment on employee integration

mediating variable	psychological empowerment	(t)	(R)	(R^2)	Adj (R2)	(F)	Sig	decision
Employee integration	(α) 1.287	3.081	.619	383	372	37.204	0.000	Accepting the alternative hypothesis
	(β) 0642	6,100	0	0	0			
62 =N / 1.984 = (t) Tabular = 3.94 Tabular value (F) Value								

3.3.2. Testing the Mediation Hypothesis

The Fourth Main Research Hypothesis

This hypothesis states that there is a significant effect of psychological empowerment on organizational health through the mediating role of employee integration.

It is clear from Table 7, Figure 1, and Figure 2 that:

The calculated t-value for the effect of psychological empowerment on employee integration was 6.150, which is greater than the critical value of 1.984, with a significance level of 0.000, indicating a statistically significant effect. The path coefficient was 0.642, reflecting that enhancing psychological empowerment through meaning, influence, competence, and autonomy contributes to strengthening physical (performance) integration, job integration, organizational integration, and cognitive integration among employees at the College of Management and Economics.

The calculated t-value for the effect of employee engagement on organizational health was 7.477, which is greater than the critical value of 1.984, with a significance level of 0.000, indicating a statistically significant effect. The path coefficient was 0.463, indicating that enhancing physical (performance) engagement, functional engagement, organizational engagement, and cognitive engagement contributes to strengthening organizational health by supporting goal clarity,

communication effectiveness, creativity, and morale among employees at the College of Management and Economics.

From the preceding results, it is clear that the mediating variable, employee engagement, plays a role in transferring part of the impact of psychological empowerment to organizational health. The value of the indirect impact of psychological empowerment on organizational health through employee engagement reached 0.298, resulting from the two impact pathways: between psychological empowerment and employee engagement (0.642), and between employee engagement and organizational health (0.463). Meanwhile, the value of the direct impact of psychological empowerment on organizational health after introducing the mediating variable reached 0.424, and the t-value for this impact reached 6.588, with a significance level of 0.000, which is greater than the critical value of 1.984. This confirms that the direct impact remains significant in the presence of the mediating variable, thus confirming the partial mediation of employee engagement in the impact of psychological empowerment on organizational health. This result reflects that psychological empowerment contributes directly to enhancing organizational health, and its impact extends indirectly by raising the level of employee engagement. Individuals' sense of purpose, competence, influence, and independence fosters their engagement with the work and the organization—cognitively, functionally, performance-wise, and organizationally. This, in turn, leads to greater clarity of goals, more effective communication, increased creativity, and higher morale. Therefore, employee engagement serves as an intermediary organizational mechanism that contributes to transforming psychological empowerment into a higher level of organizational well-being for employees at the College of Management and Economics.

Table 7. Direct and indirect impact between psychological empowerment and organizational health mediated by employee engagement

Search variables			Indirect effect	direct impact	T	P	Type of mediation
Employee integration	--->	psychological empowerment	---	0642	6.150	0.000	
Organizational health	--->	psychological empowerment	0.298	0424	6.588	0.000	Partial mediation
Organizational health	--->	Employee integration	---	0463	7.477	0.000	

Source: Smart Pls 4 program

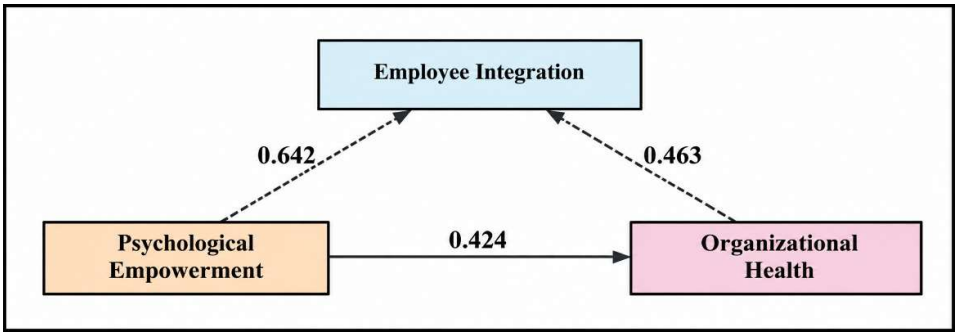


Figure 1 . Values of influence between Psychological empowerment in organizational health by mediating employee integration

Source: Outputs of the (SmartPLS 4) program.s

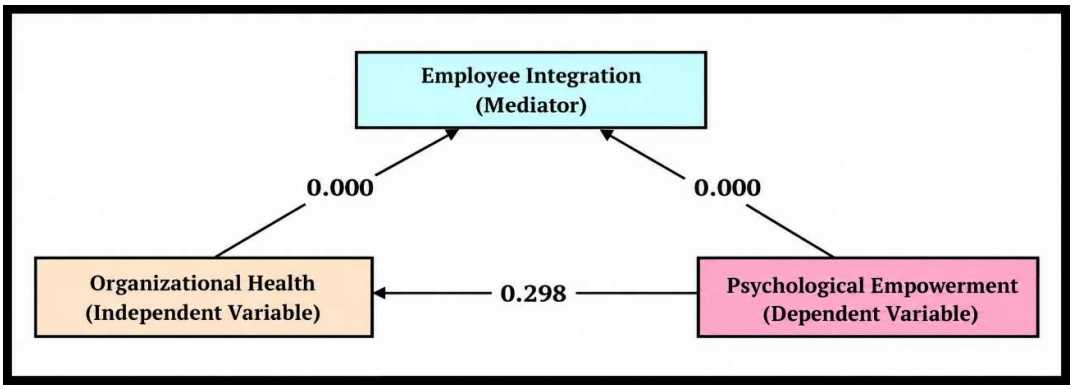


Figure 2. Values of indirect influence between psychological empowerment in organizational health, by mediating employee integration
Source: Smart Pls 4 program

4. Conclusion

The results showed that organizational health came in first place among the study variables and with a good level of agreement, reflecting the existence of a positive organizational environment in the College of Management and Economics, characterized by a good degree of clarity of goals, effective communication, support for creativity and morale, which provides a suitable basis for the continuation of work and improvement of organizational performance. Psychological empowerment came in second place among the study variables and with a good level of agreement, indicating that senior and middle management have a positive feeling about the value of the work they perform, confidence in their ability to accomplish it, and an awareness of their ability to influence it, as well as enjoying an appropriate level of independence in performing tasks. The integration of employees ranked third among the study variables, despite achieving a good level of agreement, which reflects an acceptable level of attendance, job-related, organizational and cognitive engagement among the sample members. However, its ranking compared to psychological empowerment and organizational health indicates that there is room to enhance employee integration further. The results showed that meaning achieved first place in terms of homogeneity among the dimensions of psychological empowerment, reflecting the convergence of the perceptions of the sample members regarding the importance of the work they perform, its value, and its connection to their professional roles and values, while efficiency recorded the highest arithmetic mean, which confirms the confidence of the sample members in their abilities and skills in accomplishing tasks and meeting the requirements of work. The impact came in last place in terms of homogeneity between the dimensions of psychological empowerment, reflecting a relative disparity among the sample members in their perception of their ability to influence work-related decisions and outcomes, which indicates the importance of expanding participation in decision-making and giving administrative leaders more room to influence issues related to their responsibilities. Job integration achieved first place among the dimensions of employee integration, reflecting a good level of enthusiasm, engagement, psychological attachment to the job, and a sense of the value of work among senior and middle management, which represents an important basis for enhancing their active participation in achieving the college's goals. Cognitive integration came in last place among the dimensions of employee integration, indicating the need to enhance the intellectual and cognitive engagement of the sample members in work, especially by updating their professional knowledge, encouraging analytical thinking, and providing wider opportunities to participate in addressing problems and developing work methods. Creativity achieved first place among the dimensions of organizational health and recorded the highest arithmetic mean and the lowest coefficient of variation, reflecting a similar and positive perception among the sample members regarding supporting new ideas, developing creative skills, and providing an environment that helps in submitting proposals that contribute to the development of work. Communication effectiveness came in second place among the dimensions of organizational health, reflecting a good level of information flow and communication between organizational levels, while the clarity of goals came in last place in terms of homogeneity, indicating a relative variation in the perception of the clarity, realism, flexibility and connection of goals to tasks and responsibilities. The results proved the existence of a positive and significant effect of psychological empowerment on organizational health, as psychological

empowerment explained (63.5%) of the variance in organizational health, which confirms that enhancing the meaning of work, efficiency, influence and independence represents an important approach to enhancing organizational health in the college. The results showed a positive and significant effect of employee engagement on organizational health, as employee engagement explained (67.4%) of the variance in organizational health, indicating that higher levels of physical (performance), functional, organizational and cognitive engagement contribute to building a healthier and more effective organizational environment. The results showed a positive and significant effect of psychological empowerment on employee integration, as psychological empowerment explained (38.3%) of the variance in employee integration, which confirms that individuals' sense of the value of their work, their competence, independence and ability to influence is reflected in their level of integration in the job and the organization. The results of the mediation test confirmed that employee integration plays a partial mediating role in the impact of psychological empowerment on organizational health, as the indirect impact reached (0.298), while the direct impact of psychological empowerment on organizational health continued after the introduction of the mediating variable by an amount of (0.424) and at a significant level, which confirms the achievement of partial mediation. Partial mediation reveals that the effect of psychological empowerment on organizational health is not limited to its direct path, but part of it is transferred through the integration of employees, which means that the leadership's sense of empowerment becomes more capable of supporting organizational health when it is reflected in the form of actual integration into the work, the job, the organization and the cognitive aspects associated with it. Enhancing the psychological empowerment of senior and middle management by expanding the powers associated with responsibilities, involving them in decisions related to their areas of work, and providing an appropriate space to choose methods of carrying out tasks, in a way that enhances the sense of independence and ability to influence. Maintaining and developing a high level of competence through continuous training and development programs based on the actual needs of administrative leaders, with a focus on decision-making, problem-solving, team management, and dealing with organizational changes. Enhancing the meaning of work by linking tasks and responsibilities to the strategic goals of the college and university, and clarifying the value added by the contribution of each administrative level in achieving those goals, thus supporting the sense of the importance and value of work. Developing mechanisms for participation in decision-making to address the relative disparity in the dimension of influence, through the formation of participatory committees and working groups, and granting senior and middle management a greater role in formulating decisions related to their areas of expertise and following up on their results. Developing an institutional program to promote employee integration that focuses on physical (performance), functional, organizational and cognitive dimensions, and linking integration to practices of motivation, appreciation, participation and professional development. Giving priority to promoting knowledge integration by providing opportunities for continuous learning, exchanging knowledge and experiences, holding discussion panels and workshops to address organizational problems, and encouraging sample members to provide solutions and ideas based on analysis and knowledge. Enhancing organizational integration by involving leaders in institutional initiatives and activities, highlighting their contributions to the college's success, and fostering a sense of belonging and pride in working there, thereby transforming association with the organization into behavior that supports its goals. Maintaining the advanced level of creativity by providing an organizational environment that encourages the introduction of new ideas, allocating a clear mechanism for receiving, evaluating and implementing proposals that are applicable, while motivating those with outstanding initiatives. Developing the effectiveness of communication by adopting clear and open communication channels between administrative levels, ensuring the speed and accuracy of information delivery, and activating feedback in a way that helps to address problems and enhance coordination between organizational units. Enhancing the clarity of objectives by formulating them in a specific, realistic and measurable manner, involving the relevant departments in defining them, and linking the objectives of units and departments to the general objectives of the college and the university, while clarifying the responsibility of each administrative level for achieving them. Supporting morale by promoting justice and institutional appreciation, providing a supportive work environment, strengthening cooperation and teamwork relationships, and paying attention to employee satisfaction, belonging and job security levels. Adopt administrative policies that combine psychological empowerment and employee integration instead of dealing with them separately, because the study results proved that psychological empowerment not only directly affects organizational health, but its impact extends to it through raising the level of employee integration. Designing management development programs that aim to transform the feeling of empowerment

into actual organizational behavior, so that authority, independence, and efficiency are linked to increased participation, integration, taking responsibility, and contributing to the development of work. Adopting a periodic measurement of the levels of psychological empowerment, employee integration, and organizational health in senior and middle management, and using its results to identify strengths and gaps and develop appropriate developmental interventions, with a focus on the dimensions that showed the greatest variation, especially impact, cognitive integration, and clarity of goals. Utilizing the mediating role of employee integration in designing administrative policies by making integration an executive link that connects psychological empowerment with organizational health; as feelings of meaning, competence, influence, and independence are transformed into performance, functional, organizational, and cognitive integration, the greater the college's ability to build a healthy and sustainable organizational environment.

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