

Effect of Empowerment on the Relationship Between Motivation and Productivity of Employees of Sharjah Municipality UAE

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Abstract

Employee motivation is essential to organizational performance and productivity, particularly in public sector institutions such as Sharjah Municipality in the UAE. This study examines the mediating role of employee empowerment in the relationship between employee motivation which are intrinsic and extrinsic and employee productivity. Using a structured questionnaire, data were gathered from 354 employees of Sharjah Municipality. The analysis, conducted with Partial Least Squares (PLS) techniques through SmartPLS software which provided a robust validation of the conceptual framework. The findings reveal that employee empowerment plays a significant mediating role in enhancing productivity. Specifically, empowerment was found to mediate the impact of extrinsic motivation on productivity with a path strength of 0.098, and intrinsic motivation with a path strength of 0.138. Results from the modelling demonstrate the empirical framework that can assist Sharjah Municipality in understanding the interaction of these relationships. The framework emphasizes the more significant impact of intrinsic motivation when mediated by empowerment. It enhances the understanding of how intrinsic and extrinsic motivation interact with empowerment to drive productivity. Additionally, it provides valuable insights for public sector organizations, such as Sharjah Municipality, to develop empowerment-focused strategies that align with

employee motivational factors, thereby achieving sustainable productivity improvements in dynamic work environments.

Keywords: Employee motivation, Employee empowerment, Productivity

1. Introduction

Over the past few decades, boosting staff productivity in public organizations has become a paramount objective (Anggraini, 2024). The primary culprits of productivity issues are the increasing volume of data employees must manage, along with heightened responsibilities and workplace pressure (Amadi, 2024). These factors, coupled with employee resilience, motivation, and empowerment, significantly influence workplace performance, leading to more mistakes, miscommunication, and higher attrition rates (Fadillah & Firmansyah, 2024). To address these urgent issues, it is crucial to investigate various stress management techniques and assess their impact on employee performance (Agustina, Musa, & Natsir, 2024). This study aims to identify which stress management techniques can enhance organizational performance and improve existing frameworks to tackle the root causes of these problems (Awoitau, Noch, & Khotimah, 2024). The research involves a comprehensive literature review, a description of applied techniques, and an analysis of findings, concluding with tailored recommendations for the business environment in the United Arab Emirates (Rony et al., 2024).

In the study titled "Effect of Employees' Motivation on Employees' Productivity with the Mediating Effects of Employees' Empowerment: A Study of Sharjah Municipality UAE," the focus is on understanding the complex relationship between employee motivation, empowerment, and productivity within Sharjah Municipality (Chatzoglou, Diamantidis, & Karras, 2024; Ratih, Faitullah, Hendrayani, & Ridho, 2024). Productivity issues in Sharjah Municipality are significantly impacted by the increasing volume of data employees must manage, which heightens workplace responsibilities and pressure (Anggraini, 2024). This environment has led to declining employee performance due to higher rates of mistakes, miscommunication, and attrition (Amadi, 2024). Despite efforts to boost productivity, challenges in effectively motivating and empowering employees persist, exacerbating these issues (Fadillah & Firmansyah, 2024). Existing stress management frameworks are insufficiently tailored to address these challenges, resulting in gaps that undermine efforts to enhance productivity (Agustina, Musa, & Natsir, 2024). Addressing this gap is crucial for developing targeted interventions to improve employee performance in Sharjah Municipality (Awoitau, Noch, & Khotimah, 2024).

Employee motivation is a critical factor influencing organizational performance and productivity (Febriana & Mujib, 2024). Defined as any factor driving goal-directed behavior, motivation plays a crucial role in shaping employee actions and achieving organizational objectives (Vemuri, 2024). In the UAE, particularly within public sector institutions like Sharjah Municipality, understanding and effectively harnessing motivation is essential for enhancing job satisfaction and productivity (Munda, Rahayu, Hardjanti, & Supardam, 2024). Effective motivation strategies not only improve job satisfaction but also directly impact overall organizational performance, making it a key focus for optimizing productivity in the UAE's dynamic work environment (Putra, Badruzaman, & Supriadi, 2024).

2. Literature Review

2.1 *Intrinsic Motivation*

Intrinsic motivation, as defined by Ryan and Deci (2023), involves engaging in an activity for the sheer enjoyment and satisfaction it provides, rather than for external rewards. This type of motivation is driven by internal factors that originate from fundamental human needs and desires (Ryan, Patrick, Deci, & Williams, 2022). Employees often derive intrinsic rewards from job satisfaction, engaging work, recognition, and the fulfilment of helping others. Individuals who are intrinsically motivated typically approach their work with curiosity and enthusiasm, constantly seeking innovative solutions to challenges (Bakker, van Wingerden, & Derks, 2023).

Research indicates that intrinsic motivation plays a crucial role in influencing the psychological aspects of employee empowerment. As an example, Ali, Smith and Chen (2023) found that while extrinsic rewards can boost employee engagement, they generally do so as part of a broader benefits package and do not foster deep psychological involvement. Similarly, Habte (2022) highlights that managers view intrinsic motivation as having a more significant impact on employee empowerment than extrinsic motivation, which often serves as a secondary incentive rather than the primary driver.

According to Amabile (2020), employee motivation stems from both intrinsic and extrinsic sources. She suggests that while some jobs may primarily rely on external factors, very few are driven solely by internal motivators. Deci and Ryan (2013) reinforces this by asserting that successful performance can not only satisfy employees but also motivate them to excel in their work.

Intrinsic motivators, as identified by Hackman and Oldham (1976); Brass (1981); Gryphon, Johnson and Lee, (1981), include five key job characteristics. Herzberg's (1959) two-factor theory supports this idea, positing that only intrinsic factors can increase motivation, whereas extrinsic factors can demotivate employees when removed. Ref Deci and Ryan (2013) further elaborates that intrinsic employee motivation consists of two primary components: designing engaging tasks and granting autonomy to employees, allowing them to have a say in decisions that affect them.

Amabile (2020) adds that employees feel more competent when they receive feedback about their performance, either affirming their skills or offering constructive suggestions for improvement. However, ref Amabile (2020); Deci and Ryan (2013) assert, intrinsic motivation only exists when tasks are inherently appealing to employees. The complexity of the task should align with the employee's abilities, with factors such as skill variety, task identity, and task significance influencing how engaging the work is.

Deci and Ryan (2013) also outline five qualities that tasks must possess to generate high levels of intrinsic motivation and performance. Leavitt (2021) argues that tasks that are both challenging and allow for autonomy are the most intrinsically rewarding, though he notes that autonomy may not be the most important factor in every situation.

Ref (Hackman & Oldham, 1976; Brass, 1981) argue that for a company to achieve high performance, it must deliver on all five job characteristics. If the organization fails to meet these requirements, the cycle of motivation, performance, and satisfaction can deteriorate into a downward spiral, rather than a reinforcing loop of positive performance (Gryphon, Johnson, & Lee, 1981). Without the right conditions for high performance, employees may not feel intrinsically fulfilled or motivated to excel in the future.

Personality also plays a role in determining how intrinsically motivated an employee is. Seligman (2021) classifies work orientation into three categories: a job, a career, and a calling. A calling, driven by strong intrinsic and extrinsic motivation, results in the highest level of commitment, while a job, which is primarily extrinsically motivated, reflects the lowest level of commitment. According to ref Seligman (2021), a job can transform into a vocation when the "flow state" is achieved. Csikszentmihalyi (1997) defined flow as "complete absorption in an activity where challenges align perfectly with one's abilities," highlighting that skills are crucial to success. Hunter (2022) echoes this sentiment, stating that ability is a key predictor of performance and that knowledge of the work is essential for success.

Ramlall (2021) builds on this by asserting that employees who experience a state of flow in their work are more productive than their peers. He also claims that when an employee's personality aligns with the company's culture, higher levels of performance and job satisfaction are likely to follow.

Table 1. Aspect of intrinsic motivation

Aspect of Intrinsic Motivation	Description	Reference
1. Internal Factors	Driven by internal factors originating from fundamental human needs and desires.	(Ryan, Patrick, Deci, & Williams, 2022)
2. Intrinsic Rewards	Includes job satisfaction, engaging work, recognition, and fulfillment of helping others.	(Ryan, Patrick, Deci, & Williams, 2022)
3. Approach to Work	Individuals approach their work with curiosity and enthusiasm, seeking innovative solutions to challenges.	(Bakker, van Wingerden, & Derks, 2023)
4. Impact on Employee Empowerment	Plays a crucial role in influencing the psychological aspects of employee empowerment.	Ali, Smith, & Chen (2023)
5. Sources of Motivation	Employee motivation stems from both intrinsic and extrinsic sources.	Amabile (2020); Deci & Ryan (2013)
6. Task Design and Autonomy	Intrinsic motivation consists of designing engaging tasks and granting autonomy to employees.	Deci & Ryan (2013)
7. Competence and Feedback	Employees feel more competent when they receive performance feedback, affirming their skills or offering constructive suggestions.	Amabile (2020); Deci & Ryan (2013)
8. Personality Influence	Work orientation (job, career, calling) influences intrinsic motivation; achieving "flow state" aligns challenges with abilities.	Seligman (2021); Csikszentmihalyi (1997)
9. Flow State and Productivity	Employees in a flow state are more productive; alignment with company culture leads to higher performance and job satisfaction.	Hunter (2022); Ramlall (2021)

2.2 Extrinsic Motivation

Extrinsic motivation is defined as performing an activity to achieve a specific outcome, typically driven by external rewards rather than intrinsic enjoyment (Gagné & Deci, 2021). This suggests that employees engage in tasks primarily to gain incentives or rewards, such as bonuses or recognition (Schunk & Zimmerman, 2023). Businesses often provide monetary rewards and tangible benefits to encourage task completion, highlighting the significance of extrinsic motivators. To develop effective motivational strategies, management must understand what drives individuals, allowing organizations to attract, develop, and retain talented employees (Cohen & O'Leary, 2023).

Both extrinsic and intrinsic reward systems are essential for organizational effectiveness and high-quality output. Understanding the interplay between these types of motivation is crucial for employee empowerment. Although some argue that intrinsic motivation is more significant, many employees perceive both intrinsic and extrinsic factors as vital for job satisfaction and engagement (Schaubroeck, Lam, & Cha, 2022).

Research by Khan (2022) supports these findings, indicating a stronger correlation between extrinsic motivation and employee empowerment compared to intrinsic motivation. Additionally, Thomas (2021) notes that while intrinsic incentives are increasingly recognized in modern workplaces, extrinsic motivators remain a critical component of employee engagement.

Amabile (2021) asserts that many jobs are predominantly driven by extrinsic factors. According to Herzberg's (2022) Two-Factor Theory, external variables, also known as hygiene factors, do not inherently create motivation or satisfaction and are unlikely to be the primary source of exceptional performance (Brass, 2023). Hackman and Oldham (2022) support this notion by stating that simply improving external conditions will not enhance performance. However, a combination of extrinsic and intrinsic factors can lead to greater achievements (Ansar, Cantor, & Sparks, 2022).

Amabile (2021) further argues that extrinsic motivators are not essential components of an activity but rather guide how work is executed. Examples include promised rewards, feedback, deadlines, supervision, and directives on task completion. Formal employee performance reviews, which typically lack intrinsic motivation, are a clear instance of an entirely extrinsic requirement. Seligman (2021) posits that employees who are primarily extrinsically motivated view their roles as mere jobs and fulfil their responsibilities in exchange for a salary.

One extensively studied extrinsic motivator is compensation. Although pay is categorized as an external factor (Herzberg, 2022), recent research by Ansar, Cantor, and Sparks (2022) indicates that higher wages can directly influence job performance. They argue that organizations should offer competitive salaries to minimize turnover and associated costs, as high severance, training, and recruitment expenses arise when employees leave. Rynes et al. (2023) support this perspective by suggesting that pay is likely the most significant motivational factor. Additionally, Jurgensen (2021) found that job seekers often perceive

compensation as the most important attribute for others, but not necessarily for themselves. Interestingly, Ansar et al. (2022) caution that aligning salaries with market rates can sometimes lead to decreased productivity.

Deci and Ryan (2013) also highlight that while pay can diminish intrinsic motivation, rewards given unconditionally can enhance it. Research indicates that job security and loyalty to superiors can similarly impact performance positively (Becker, Liu, & Hsu, 2022; Kraimer, Wayne, & Liden, 2023). Becker et al. (2022) demonstrate that employees' effectiveness improves with strong commitment to peers and supervisors, though they note a lack of correlation between overall corporate commitment and job success. Kraimer et al. (2023) find that organizations providing high job security typically experience enhanced performance, while job insecurity can reduce employees' motivation to deliver quality work.

While some researchers argue that external factors do not contribute to improved performance, it appears that certain external elements, such as compensation, loyalty to coworkers and supervisors, and job security, positively influence job performance. Motivation is vital for both individuals and organizations. Employees require motivation to pursue their personal goals, while organizational motivation significantly impacts employee satisfaction. The ability to inspire others to learn, explore, and realize their full potential is another benefit of effective motivation. It fosters a positive workplace attitude, facilitates adaptation to change, and encourages innovation, all of which are crucial for organizational success (MSG Experts., 2023).

Table 2. Aspect of extrinsic motivation

Extrinsic Motivation factors	Description	Reference
1. Employee Engagement	Employees engage in tasks primarily for incentives or rewards, such as bonuses or recognition.	(Schunk & Zimmerman, 2023)
1. Business Strategy	Monetary rewards and tangible benefits encourage task completion, highlighting extrinsic motivators' significance.	(Cohen & O'Leary, 2023)
2. Reward Systems	Both extrinsic and intrinsic reward systems are essential for organizational effectiveness.	(Schaubroeck, Lam, & Cha, 2022)
3. Correlation with Empowerment	Stronger correlation between extrinsic motivation and employee empowerment compared to intrinsic motivation.	(Khan, 2022)
4. Employee Engagement Component	Extrinsic motivators remain critical for employee engagement despite the recognition of intrinsic incentives.	(Thomas, 2021)
5. Predominance in Jobs	Many jobs are predominantly driven by extrinsic factors.	(Amabile, 2021)
6. Two-Factor Theory	External variables, known as hygiene factors, do not inherently create motivation or satisfaction.	(Herzberg, 2022)
7. Compensation	Higher wages can directly influence job performance; competitive salaries minimize turnover.	(Ansar, Cantor, & Sparks, 2022; Rynes, Gerhart, & Parks, 2023)
8. Role of Extrinsic Motivators	Guide how work is executed, e.g., rewards, feedback, deadlines, supervision.	(Amabile, 2021)
9. Job Security and Loyalty	Job security and loyalty to superiors positively impact performance.	(Becker, Liu, & Hsu, 2022; Kraimer, Wayne, & Liden, 2023)

2.3 Extrinsic Motivation

Employee empowerment significantly drives organizational productivity, satisfaction, and Organizational Citizenship Behaviour (OCB). Recent research highlights that empowered employees exhibit greater effort, commitment, and productivity due to their autonomy and competence. Thomas and Velthouse (1990) emphasize that motivating empowered workers is essential, as they achieve better results than their less empowered counterparts. Spreitzer (2020) supports this, arguing that competent employees are more likely to contribute unique and valuable outputs. Studies reaffirm a strong correlation between empowerment and job satisfaction. Mehrabani and Shajari (2020) found that empowered employees show higher productivity and satisfaction. Empowerment provides autonomy, fostering proactive problem-solving and performance improvement. Ashforth (2020) notes that employees who believe they can influence the organizational system drive positive outcomes, enhancing productivity and efficiency.

Self-efficacy, a significant dimension of empowerment, impacts performance. Employees with high self-efficacy show more commitment and effort (Ahearne, Mathieu, & Rapp, 2020). Recent studies demonstrate that these employees are more productive, innovative, and

resilient (Hartline & Ferrell, 2020). Empowerment also boosts individual productivity and contributes to OCB. Empowered employees engage in behaviours beyond job requirements, helping colleagues and fostering a positive organizational culture (Liden, Wayne, & Sparrowe, 2020). Morrison (2021) highlights that empowerment leads to discretion in job tasks, generating OCB. Bartram and Casimir (2021) found that empowerment enhances satisfaction, commitment, and engagement in OCB. Empowered employees display innovative behaviours, assist peers, and voice new ideas are crucial for organizational success.

Modern organizations adopt empowerment strategies to enhance performance and engagement. Randolph (2019) emphasizes decentralization, delegation, and open communication as key components. Caliendo (2020) argues that self-managed teams and participative decision-making (PDM) improve problem-solving, motivation, and job satisfaction. Empowerment is closely linked to increased productivity, job satisfaction, and OCB. Recent studies confirm that strategies promoting self-efficacy and decentralizing decision-making foster a motivated and engaged workforce, contributing positively to organizational culture and performance.

Table 3. Aspect of employee empowerment

Aspect of Employee Empowerment	Description	Reference
1. Organizational Productivity	Empowered employees exhibit greater effort, commitment, and productivity due to their autonomy and competence.	(Thomas & Velthouse, 1990; Spreitzer, 2020)
2. Job Satisfaction	Strong correlation between empowerment and job satisfaction; empowered employees show higher productivity and satisfaction.	(Mehrabani & Shajari, 2020; Ashforth, 2020]
3. Self-Efficacy	Significant dimension of empowerment impacting performance; high self-efficacy leads to more commitment and effort.	(Ahearne, Mathieu, & Rapp, 2020; Hartline & Ferrell, 2020)
4. Organizational Citizenship Behaviour (OCB)	Empowered employees engage in behaviours beyond job requirements, fostering a positive organizational culture.	(Liden, Wayne, & Sparrowe, 2020; Morrison, 2021; Bartram & Casimir, 2021)
5. Empowerment Strategies	Decentralization, delegation, and open communication enhance performance and engagement.	(Randolph, 2019; Caliendo, 2020)
6. Impact on Workforce	Empowerment linked to increased productivity, job satisfaction, and OCB; promoting self-efficacy and decentralizing decision-making fosters a motivated and engaged workforce.	(Mehrabani & Shajari, 2020; Caliendo, 2020)

2.4 Productivity

Productivity, as defined by Ghasemi and Taheri (2016), is the efficient utilization of resources

such as people, machines, and money. Expanding on this, Sasono and Novitasari (2020) describe productivity as the measurement of production through numerical techniques for computing the input-output ratio. The concept has further evolved to include various organizational structure and quality management factors, as noted by Hashem, Alirezaee and Mihanparast (2018).

Bagnera and Szende (2021) highlights that different industries have tailored their definitions of the productivity ratio to suit their specific needs. For example, in the construction industry, labor productivity is measured by the ratio of completed work to the hours required to finish the assignment (Nasirzadeh & Nojedehe, 2013). Additionally, ref Hong and Kirk (1995) suggests that employee productivity can increase with an organization's size.

Venturini (2015) identifies education and information and communication technology as emerging factors influencing productivity. These insights underscore the multifaceted nature of productivity and the need for industry-specific definitions to accurately measure and improve performance.

Table 4. Aspect of productivity

Productivity Aspect	Description	Reference
1. Efficient Use of Resources	Productivity is the efficient use of resources such as people, machines, and money.	(Ghasemi & Taheri, 2016)
2. Input-Output Ratio	Measurement of production through numerical techniques for computing the input-output ratio.	(Sasono & Novitasari, 2020)
3. Organizational Structure and Quality Management Factors	Productivity includes organizational structure and quality management factors.	(Hashem, Alirezaee, & Mihanparast, 2018)
4. Industry-Specific Definitions	Different industries have tailored definitions of the productivity ratio.	(Bagnera & Szende, 2021)
5. Construction Labor Productivity	Measured by the ratio of completed work to the hours required to finish the assignment.	(Nasirzadeh & Nojedehe, 2013)
6. Organization Size	Employee productivity may increase with an organization's size.	(Hong & Kirk, 1995)
7. Emerging Factors	Education and information and communication technology are new factors affecting productivity.	(Venturini, 2015)

2.5 Conceptual Framework

A conceptual framework provides a structure for understanding the relationships between various variables in your study. It visually represents how concepts within the study interact and support each other (Creswell & Creswell, 2017). The conceptual framework of this study as Figure 1 focuses on the relationships between intrinsic motivation, extrinsic motivation, employee empowerment, and employee productivity within the context of Sharjah Municipality, UAE.

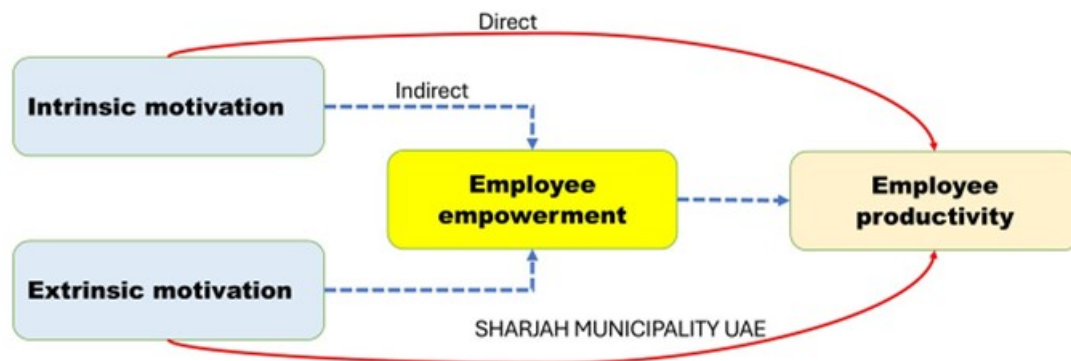


Figure 1. Conceptual Framework

Figure 1 shows the intrinsic motivation, which includes internal drivers such as personal satisfaction, growth, and the enjoyment of task performance, directly and indirectly influences employee productivity. Similarly, extrinsic motivation, driven by external factors like rewards, recognition, and organizational incentives, also impacts employee productivity through both direct and indirect pathways. Employee empowerment plays a mediating role in this framework, representing the degree to which employees are given autonomy, authority, and the necessary resources to perform their tasks effectively. Empowerment not only enhances employees' sense of ownership but also directly improves their productivity. The framework suggests that the motivational factors both intrinsic and extrinsic are indirectly enhance productivity by fostering empowerment, while also having their own direct effects.

3. Modelling Analysis of Conceptual Framework

Modelling analysis of the conceptual framework is conducted using the data collected from 354 employees of Sharjah Municipality through a structured questionnaire survey in SmartPLS software, which employs Partial Least Squares (PLS) computational techniques suitable for theory development. The process involves two key steps which are evaluating the measurement components and the structural components (Memon, Rahman, Aziz, & Abdullah, 2013). For the measurement component assessment, the PLS Algorithm function is run to ensure that the constructs meet criteria for reliability and validity, including construct reliability, validity, and discriminant validity. In the structural component assessment, the bootstrapping function is used to determine the significance of the paths within the model, providing t-values and confidence intervals for hypothesis testing. Additionally, the blindfolding function can be employed to assess the predictive relevance of the model (Hair, Hollingsworth, Randolph, & Chong, 2017).

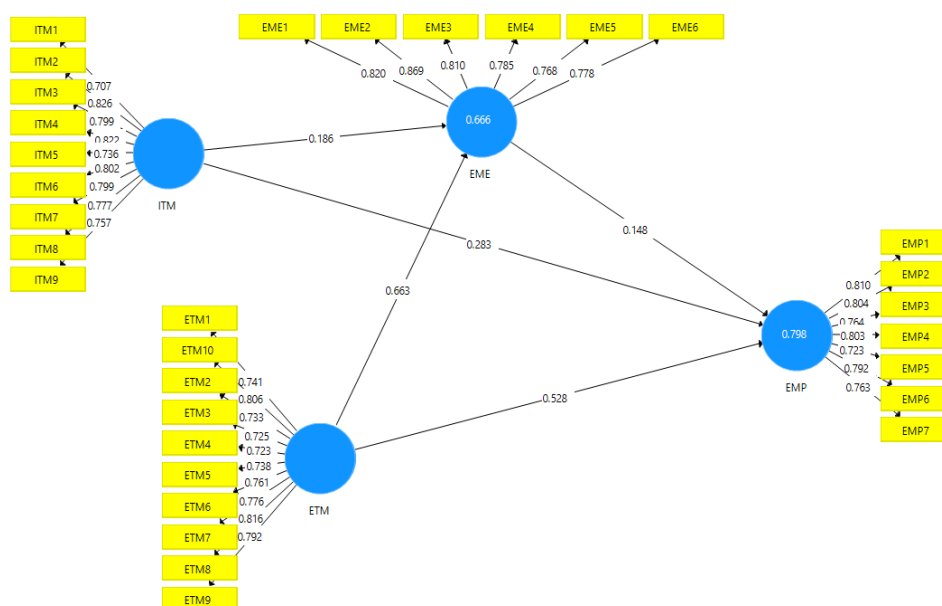


Figure 2. The model of the study

Figure 2 shows the final structural model from this study's analysis. The model includes four latent variables that are the ITM, EME, ETM, and EMP. These are unobservable constructs measured indirectly through observed indicators. In the model, ITM and ETM are independent variables, EME is the mediator, and EMP is the dependent variable. Each latent variable is linked to its indicators, which display factor loadings typically above 0.7, indicating that the indicators strongly represent their associated constructs. The model also includes paths connecting the latent variables, which represent the hypothesized relationships between them. A stronger path coefficient suggests a more substantial impact of one latent variable on another. Within the mediator and dependent variables, R-squared (R^2) values are displayed, indicating the proportion of variance in the dependent latent variables explained by their predictors. The following sections present the evaluation or assessment of the modelling analysis (Hair, Hollingsworth, Randolph, & Chong, 2017).

3.1 Measurement Analysis – Construct Reliability and Validity

The construct reliability and validity analysis assess key indicators like Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE). These metrics are essential for evaluating the robustness and accuracy of the constructs. Cronbach's Alpha measures the internal consistency of the constructs, indicating a high level of reliability if values exceed 0.7. This ensures that items within each construct consistently measure the same underlying concept. Composite Reliability also measures reliability, considering the different loadings of each item, and values above 0.7 reflect strong reliability (Rahman, Memon, Abdullah, & Azis, 2013). AVE evaluates the amount of variance captured by the construct relative to the variance due to measurement error. An AVE value above 0.5 suggests that the construct explains more than half of the variance of its indicators, confirming adequate convergent validity (Hair, Hollingsworth, Randolph, & Chong, 2017; Fornell & Larcker, 1981; Sarstedt,

Ringle, & Hair, 2017; Memon, Rahman, & Azis, 2013).

Table 5. Results of construct reliability and validity

Constructs	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
EME	0.891	0.917	0.649
EMP	0.893	0.916	0.609
ETM	0.919	0.932	0.58
ITM	0.92	0.934	0.611

All constructs in Table 5 have Cronbach's Alpha values more than 0.89, indicating strong internal consistency and dependability. The Composite dependability values, which account for varying item loadings, are all more than 0.91, indicating good dependability across the constructs. Furthermore, all constructs in this research have Average Variance Extracted (AVE) values greater than 0.58, indicating good convergent validity. These findings corroborate the constructs' high reliability and validity, making them appropriate for future study inside the model.

3.2 Measurement Analysis – Discriminant Validity

The Fornell-Larcker criterion is used to assess the discriminant validity of the constructs in the model. Discriminant validity ensures that each construct is distinct and not highly correlated with other constructs (Memon & Rahman, 2014).

Table 6. Fornell-Larcker criterion results

Constructs	EME	EMP	ETM	ITM
EME	0.805			
EMP	0.773	0.780		
ETM	0.808	0.868	0.762	
ITM	0.701	0.797	0.776	0.782

Table 6 shows the diagonal values represent the square root of the average variance extracted (AVE) for each construct and should be greater than the corresponding off-diagonal correlation values to show discriminant validity. Employee Empowerment (EME) has a square root AVE of 0.805, which is higher than its correlations with other categories, showing good discriminant validity. Employee Productivity (EMP) has a diagonal value of 0.78, which is more than the correlations with EME (0.773), Extrinsic Motivation (ETM) (0.868), and Intrinsic Motivation (ITM) (0.797), indicating discriminant validity. ETM's diagonal value of 0.762 exceeds its correlations with EME (0.808), EMP (0.868), and ITM (0.776), indicating that it is unique from the other constructs. Similarly, ITM's square root of AVE.

Similarly, ITM's square root of the AVE is 0.782, which exceeds its correlations with EME (0.701), EMP (0.797), and ETM (0.776), supporting its discriminant validity. The Fornell-Larcker criteria results suggest that each construct in the model is different and has sufficient discriminant validity, as indicated by the greater diagonal values than the off-diagonal correlations.

3.3 Path Analysis

Path analysis entails measuring the strength of paths using Original Sample (O) or beta values and analysing their significance using T Statistics or p-values (Hair, Ringle, & Sarstedt, 2011; Hair, Gabriel, & Patel, 2014; Wong, 2016). These values are created after running the software's bootstrapping function, which aids in estimating the dependability and correctness of the model's parameters. Bootstrapping allows for more robust estimates of standard errors and confidence intervals, offering a better grasp of the model's interactions. This technique improves the overall validity and reliability of path analysis results (Hair, Gabriel, & Patel, 2014).

3.3.1 Direct Relationship

In this model, the direct relationships involve the independent variables, which are Intrinsic Motivation (ITM) and Extrinsic Motivation (ETM), with the mediator Employee Empowerment (EME) and the dependent variable, Employee Productivity (EMP). The results of the direct relationships are as Table 7.

Table 7. Results of direct relationship

Direct relationship		Path strength	T Statistics	P Values	Remark
EME -> EMP	Mediator to DV	0.148	2.19	0.029	Significant
ETM -> EME	IV to Mediator	0.663	8.849	0	Significant
ETM -> EMP	IV to DV	0.528	8.021	0	Significant
ITM -> EME	IV to Mediator	0.186	2.412	0.016	Significant
ITM -> EMP	IV to DV	0.283	6.021	0	Significant

Table 7 presents the direct relationships among various constructs. The first relationship from EME (Employee Empowerment) to EMP (Employee Productivity) serves as a mediator to the dependent variable (DV), with path strength value of 0.148, a T Statistic of 2.19, and a P Value of 0.029. This indicates a significant relationship. Secondly, the relationship from ETM (Extrinsic Motivation) to EME as an independent variable (IV) to mediator is represented by path strength value of 0.663, a T Statistic of 8.849, and a P Value of 0. This also signifies a significant relationship.

Table 7 shows the direct links between the various constructs. The first relationship between EME (Employee Empowerment) and EMP (Employee Productivity) acts as a mediator for the dependent variable (DV), with a path strength value of 0.148, a T statistic of 2.19, and a P

value of 0.029. This suggests a significant link. Second, the association between ETM (Extrinsic Motivation) and EME as an independent variable (IV) to mediator is indicated by a path strength value of 0.663, a T statistic of 8.849, and a P value of 0. This also indicates a significant link. Furthermore, the straight path from ETM to EMP as an IV to DV has a path strength value of 0.528, a T Statistic of 8.021, and a P Value of 0, indicating its relevance.

Additionally, the association between ITM (Intrinsic Motivation) and EME as an IV to mediator shows a path strength value of 0.186, a T Statistic of 2.412, and a P Value of 0.016, showing a significant relationship. Finally, the straight path from ITM to EMP as an IV to DV has a path strength value of 0.283, a T Statistic of 6.021, and a P Value of 0, which are all significant. All of the interactions in the model are significant, demonstrating the powerful connections between employee motivation, empowerment, and intrinsic and extrinsic motivators.

3.3.2 Indirect Relationship

In the context of indirect interactions, Employee Empowerment (EME) serves as a mediator between Intrinsic Motivation (ITM) and Extrinsic Motivation (ETM). In other words, EME mediates the link between ITM, ETM, and EMP. This emphasises the importance of employee empowerment in mediating the effects of intrinsic and extrinsic motivators on productivity. Table 8 presents the comprehensive results of these indirect correlations

Table 8. Results of indirect relationship

Indirect relationship	Original Sample (O)	T Statistics	P Values	Remark
ETM -> EME -> EMP	0.098	2.136	0.033	Significant
ITM -> EME -> EMP	0.028	1.487	0.138	Not Significant

Table 8 shows the results of the indirect relationships. Specifically, the relationship from ETM (Extrinsic Motivation) to EMP (Employee Motivation and Performance) via EME (Employee Empowerment) is significant, with an Original Sample (O) value of 0.098, a T Statistic of 2.136, and a P Value of 0.033. However, the indirect relationship from ITM (Intrinsic Motivation) to EMP via EME is not significant, with an Original Sample (O) value of 0.028, a T Statistic of 1.487, and a P Value of 0.138.

3.4 Predictive Relevancy

Predictive relevance refers to the model's capacity to accurately forecast data points that were not considered during the model estimation process. In essence, it evaluates the model's ability to generalise to new, previously unknown data, ensuring that the linkages revealed within the model remain true beyond the initial sample used for its development. In structural equation modelling, measures like Q^2 (Stone-Geisser's Q^2) are used to evaluate the predictive value of constructs in the model. Models with high predictive relevance may anticipate events consistently, making them useful for practical applications and decision-making. A higher Q^2

value suggests more predictive significance, and values above 0.35 are normally deemed good.

Cross-validated communality forecasts the values of excluded indicator variables based on the latent variable estimate and is employed to assess the overall quality of the measurement model for each reflected latent variable (Wold, 1982). It evaluates the reliability and validity of the latent constructs by analysing the model's predictive accuracy of actual data upon the removal of specific components. This approach is frequently employed with reflective indicators and offers insights into the resilience of the measurement model.

Table 9. Cross-validated communality results

Constructs	SSO	SSE	Q ² (=1-SSE/SSO)
EME	2388	1189.111	0.502
EMP	2786	1460.941	0.476
ETM	3980	2061.039	0.482
ITM	3582	1742.248	0.514

Table 9 presents the cross-validated communality outcomes for the constructs EME, EMP, ETM, and ITM. The Q² value evaluates the predictive relevance of each construct, demonstrating the efficacy of latent variables in forecasting observed data. EME and ITM exhibit elevated Q² values (0.502 and 0.514, respectively), indicating substantial predictive relevance. The Q² values for EMP and ETM were 0.476 and 0.482, respectively, signifying moderate predictive relevance. These findings underscore the structures' capacity to forecast observed data. Values exceeding 0.35 are typically regarded as acceptable for predictive objectives.

Cross-validated redundancy, on the other hand, predicts the omitted data points of indicators of the dependent latent variables using constructs that predict the latent variables and tests the model's predictive relevance to the dependent latent variables (Chin, 1998). This method focusses on the structural model's capacity to forecast endogenous latent variables, assessing the model's practical value in real-world circumstances. Cross-validated redundancy is concerned with the structural model's predictive accuracy, whereas cross-validated communality focusses on the quality of measurement models.

Table 10. Cross-validated redundancy results

Constructs	SSO	SSE	Q ² (=1-SSE/SSO)
EME [mediator]	2388	1396.399	0.415
EMP [dependent]	2786	1460.291	0.476
ETM	3980	3980	-NA-
ITM	3582	3582	-NA-

Table 10 shows the cross-validated redundancy results for four constructs, with emphasis on their predictive importance inside the model. The model's predictive significance relies on the EME construct as a mediator and the EMP construct as the dependent variable. Therefore, the program does not calculate or create Q^2 values for other constructs. The EME construct (as a mediator) has an SSO of 2388 and an SSE of 1396.399, yielding a Q^2 value of 0.415. This implies a moderate amount of predictive relevance for the model's mediator variable. The EMP construct (as a dependent variable) has an SSO of 2786 and SSE of 1460.291, resulting in a Q^2 score of 0.476. This indicates a satisfactory level of predictive significance.

4. Empirical Framework

Jørgensen et al. (2001) define a conceptual framework as the theoretical foundation of a study, whereas an empirical framework is a validated model based on actual data analysis. The results of the conceptual framework's modelling analysis, completed using SmartPLS software with data collected from Sharjah Municipality employees, were utilised to build the empirical framework for this project, as illustrated in Figure 3. This framework emphasises the complex links between internal and extrinsic motivation, employee empowerment, and employee productivity, showing how these variables interact to influence total employee performance and effectiveness within the organisation.

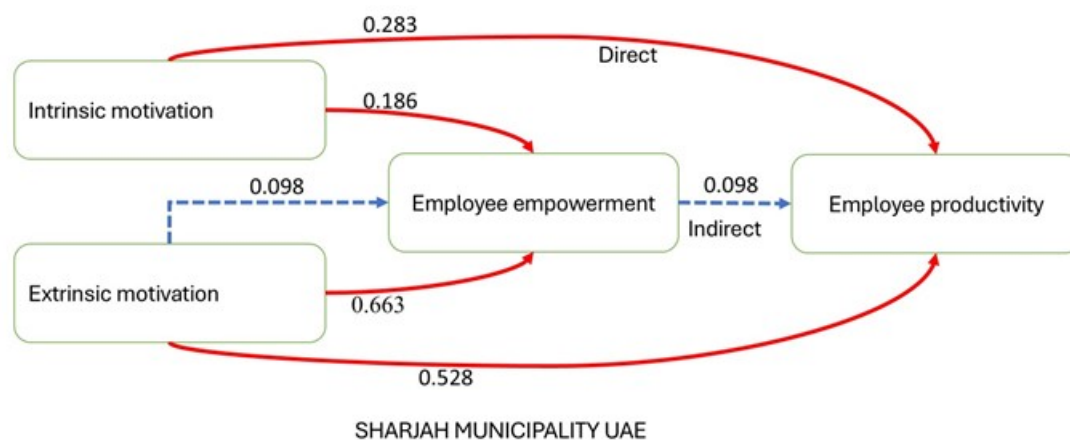


Figure 3. Empirical Framework

The framework depicts the linkages between intrinsic motivation, extrinsic incentive, employee empowerment, and productivity in Sharjah Municipality, UAE. It emphasises the direct and indirect consequences of various variables. Employee productivity is directly influenced by intrinsic motivation, with a route strength of 0.283, whereas extrinsic motivation has a higher direct impact, with a path strength of 0.528. Both types of motivation have an impact on employee empowerment, which acts as a mediator in their relationship to productivity. Specifically, intrinsic motivation positively effects empowerment with a path strength of 0.186, while extrinsic motivation has a higher effect on empowerment with a path strength of 0.663.

Employee empowerment increases productivity, with a mediated path strength of 0.098 for intrinsic and extrinsic incentives. This suggests that, while empowerment serves as a mediator, its impact on productivity is less significant than the direct effects of motivation.

The framework indicates that extrinsic motivation exerts a more significant direct and mediated influence on productivity compared to intrinsic motivation. The role of employee empowerment as a partial mediator underscores its significance in enhancing the effectiveness of motivational factors in boosting productivity. This paradigm underscores the necessity for empowerment-oriented strategies to optimise employee productivity in public sector organisations (Jørgensen, Edwards, Scarso, & Ipsen, 2021).

5. Conclusion

This study emphasises the importance of employee motivation in improving organisational performance and productivity within public sector entities, as demonstrated by Sharjah Municipality in the UAE. The study investigates the significant impact of intrinsic and extrinsic motivations on productivity, with an emphasis on the mediating role of employee empowerment. The analysis, validated using SmartPLS software and Partial Least Squares (PLS) methodologies, shows that empowerment is critical for increasing the impact of motivation on productivity, with intrinsic motivation providing the greatest benefits. These findings can help public-sector organisations develop empowerment-oriented programs that align with motivating factors and facilitate long-term productivity improvements. The study provides a strong empirical framework for understanding how empowerment and motivational dynamics improve organisational performance. The study establishes a solid empirical foundation for understanding how empowerment and motivation dynamics improve organisational performance in changing work environments.

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