

Managerial Empowerment and Job Performance: An Empirical Study of Female Syrian Refugees in Jordan

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Abstract

Empowering refugees and providing them with job opportunities in troubled labor markets is the biggest challenge. The current research aims to test the influence of managerial empowerment (structural empowerment and psychological empowerment) on the job performance of female Syrian refugees in Jordan. A purposive homogeneous non-probability sample of 961 female Syrian refugees working in Jordan was used, constituting a response ratio of 60.82%. Structural equation modelling (SEM) was applied as a statistical method to test hypotheses. The research found that structural empowerment and psychological empowerment positively influence job performance, with psychological empowerment having the highest influence.

Keywords: Female Refugees, Job Performance, Jordan, Managerial Empowerment, Syria.

Introduction

The unprecedented rise in the number of forced migrants globally has prompted humanitarian actors to research and identify the essential factors that lead to the successful adaptation and resettlement of refugees (SFRC, 2020; UNHCR, 2020). Research has demonstrated that forced migrants suffer higher rates of PTSD compared to the original population as a result of their experiences, which include being subject to physical injuries, sexual assault, torture, and the witnessing of horrific events (Mahmood et al., 2019; Peconga & Høgh Thøgersen, 2020). In a meta-analysis conducted by Henkelmann et al. (2020), it was found that employment plays a core role in achieving adequate adaptation and relieving burdens on host countries and the forcibly displaced alike. According to the UNHCR, 616,000 Syrian refugees have registered in Jordan since the beginning of the crisis, although the Jordanian government estimates their number at 1.3 million refugees, which constitutes 10% of the total population in Jordan in 2012 (UNHCR, 2021). More than 80% of Syrian refugees live within the Jordanian community outside the camps, which has escalated pressures on the Jordanian labor market, which was already facing challenges prior to the start of the crisis in Syria (Al-Mahaidi, 2020).

Consequently, the international community has sought to find a solution that satisfies all parties in the Syrian refugee crisis equation. Hence, the Jordan Compact was agreed

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upon, which limits the flow of Syrian refugees to Europe, develops the manufacturing sector, and reduces unemployment rates in Jordan by providing suitable job opportunities for Syrian refugees in the country (Al-Mahaidi, 2020). According to this agenda, the Jordanian government pledged to make reforms to the regulations governing the labor market in order to reduce the restrictions imposed on Syrian refugees in accessing official work and registering companies, with a review of the rules related to foreign investment in Jordan. However, this agenda lacks a clear mechanism to empower refugees and ensure the avoidance of gender-based violence (GBV) in the work environment.

Empowerment is an essential component for the achievement of fruitful strategic objectives and the success of the sustainable development process (Al-Hammouri et al., 2021). Demircioglu (2018) indicated that the entire process of empowerment revolves around creating mutual trust and inspiration, which is done by involving all parties in the decision-making process and reducing the restrictions that hinder the development process. Recently, most countries around the world have experienced dramatic transformations in their economic activities that ultimately constitute their GDP, as they have moved beyond their critical dependence on tangible assets and become more focused on intangible assets (Jocelyne & Kariuki, 2020). This has established an era led by the knowledge economy and the evolving patterns of personal activities in which human capital plays a central role in fueling economic growth (Ngqeza & Dhanpat, 2021). Studies have supported the concept that the importance of empowerment lies in enhancing the confidence of subordinates by contributing to increasing satisfaction (Al-Ababneh et al., 2017; Orgambidez & Almeida, 2020; Zaraket et al., 2018), enhancing commitment (Abu-Rumman et al., 2021; Zaraket et al., 2018), and achieving loyalty (Al-edenat & Alhawamdeh, 2019; Sazkaya & Dede, 2018).

Job performance has received wide attention in management studies to measure the efficiency and effectiveness of human capital in achieving strategic goals (Landy et al., 2017). Darvishmotevali and Ali (2020) emphasized that general performance is closely related to the job performance of human resources, especially after most countries have tended to increase investment in the service economy based mainly on the human element. The importance of job performance is an indicator of the strengths and weaknesses of human resources and contributes to identifying and rapidly addressing deviations in a dynamic work environment (Bentley et al., 2017). Manzoor et al. (2019) argued that job performance is a critical factor that leaders should consider in the formulation and implementation of development programs. Levels of job performance can increase greatly when management seeks to make itself aware of the degree of job satisfaction enjoyed by employees (Davidescu et al., 2020; Shafique et al., 2018; Wibowo & Bhinekawati, 2021). Other important matters to be considered by management are the provision of a supportive organizational culture (Raharjo et al., 2018; Soomro & Shah, 2019), the sharing of knowledge (Kadariusman & Bunyamin, 2021; Nguyen et al., 2019), and focusing on organizational justice (Ismail et al., 2018; Swalhi et al., 2017; Widyanti et al., 2020).

Developed countries have invested in the potential and capabilities of refugees by modifying work systems to accommodate the influx of refugees and implementing programs that guarantee equal job opportunities and efficiency-based employment. However, developing countries have continued to isolate refugees from the labor market due to their fragile economies and high unemployment rates among their indigenous population. Employment rates among refugees in developed countries are approximately 74%, compared to 15% in developing countries (Khoudour & Andersson, 2017). The current research seeks to address the gap caused by the lack of investment by developing countries in the talents and capabilities of refugees which could be tapped into to create a competitive work environment and improve innovativeness, which necessarily reflects on the overall performance. Moreover, the employment of refugees reduces the burdens placed on the shoulders of the host countries in providing the necessities for a decent life.

Accordingly, the research investigates the impact of managerial empowerment on the job performance of female Syrian refugees in Jordan, who make up nearly half of the Syrian refugees hosted by the Kingdom.

Literature Review

Managerial empowerment

The idea of empowerment is derived from the concepts of democratic participation aimed at delegating tasks and granting power (Joseph, 2019; Wali et al., 2017). Empowerment is a multifaceted concept that varies according to individual or managerial viewpoints (Alhozi et al., 2021; Pelit et al., 2011). At the individual level, empowerment helps build a person's characteristics that continue with them throughout their life (De la Cruz-González et al., 2018; Meissner et al., 2017; Schmid, 2020). As for the managerial level, Jocelyne and Kariuki (2020) expressed it as a federal activity among employees that focuses on integration based on the distribution of tasks and change in attitudes. Alhozi et al. (2021) described empowerment in the organization as a participatory management approach through which managers and other members of the organization contribute to influencing decision-making. This is consistent with the view of Zeglat et al. (2014), who defined managerial empowerment as "the delegation of authority and responsibilities from the higher management levels in the organizational hierarchy to the employees at the lower levels, specifically the ability to make decisions". In the global context, Mr. *Ban Ki-moon*, former Secretary-General of the United Nations, noted that empowerment is rooted in the standards and foundations of the United Nations, and considered it an essential means to achieve sustainable development and the vital goals of poverty eradication, social inclusion, full employment, decent work for all, and combating gender-based violence (UN, 2012).

Researchers have measured managerial empowerment using different dimensions, depending on the type and purpose of their study. Al-Asoufi and Akhorshaideh (2017) considered that managerial empowerment is measured by a four-dimensional model consisting of talent management, leadership style, employee training, and rewards. Zaraket et al. (2018) agreed with him in terms of employee training and rewards, while he added two further dimensions of employee motivation and job autonomy. While Abuzaid (2018) measured it by a delegation of authority, participation, and work environment, a large body of the literature tended to measure managerial empowerment using two dimensions: structural empowerment and psychological empowerment (Abu-Rumman et al., 2021; Al-Ababneh et al., 2017; Alhozi et al., 2021; Devina & Tielung, 2018; Echebiri et al., 2020; Ngqeza & Dhanpat, 2021; Zeglat et al., 2014; Zheng & Tian, 2019).

Structural empowerment is the set of organizational procedures and activities practiced by management to give authority to subordinates (García-Sierra & Fernández-Castro, 2018). Orgambidez and Almeida (2020) argued that structural empowerment expresses the attitudes and behavioral tendencies of employees associated with social structures in the work environment. Researchers recognize four areas of authority as a source of structural empowerment, which are access to information, utilizing the organizational resources needed to perform duties, receiving appropriate administrative support, and having the opportunity to learn and enjoy career development (Jocelyne & Kariuki, 2020; Ngqeza & Dhanpat, 2021). Psychological empowerment refers to the process of enhancing feelings of self-efficacy based on identifying and eliminating unfavorable conditions for the performance of duties (Malik et al., 2021). Iqbal et al. (2020) emphasized that psychological empowerment is not a personality trait, but rather is a specific set of cognitions that are conditioned by a particular work context. Psychological empowerment represents a motivational cognitive structure based on four basic pillars related to meaning, competence, autonomy, and impact (Abu-Rumman et al., 2021; Al-Ababneh et al., 2017; Zeglat et al., 2014).

Job performance

Job performance is the collective value of any organization, as it is considered the sum of all individual performances within that organization (Habeeb, 2019; Ivancevich & Konopaske, 2014). Job performance is a combination of behaviors of individuals in the performance of their duties that contribute directly and indirectly to the achievement of organizational goals (Aguinis, 2019). In the same context, Schumacher et al. (2021) referred to job performance as the expected results of employee behavior during a specific period of time compared to what was stated in the job description, whereas Sekhar et al. (2018) expressed it as a secret formation represented by the employee's mastery in performing specific tasks that are fundamentally related to the basic tasks and the ability to conduct oral and written communication and maintain discipline. Manzoor et al. (2019) explained job performance through the behavioral trends of employees aimed at taking the necessary measures for the role, seeking to help colleagues, promoting joint work, and avoiding destructive behaviors that result in wasting time.

Job performance has been measured using a two-dimensional model consisting of task performance and contextual performance (Guzmán-Ortiz et al., 2020; Habeeb, 2019; Nasurdin et al., 2020; Schumacher et al., 2021; Zakaria et al., 2017). Task performance refers to specific patterns of behavior associated with the production process and the provision of goods and services to customers (Guzmán-Ortiz et al., 2020). Zakaria et al. (2017) described it as the basic activities listed in the job description that the employee should ideally perform. Contextual performance can be defined as individual behaviors that are indirectly related to production processes (Habeeb, 2019). Lin et al. (2015) argued that contextual performance is of great interest as it constitutes the psychological and social context of the organization, where it contributes to motivating employees to exert extra effort that exceeds the requirements of their role.

Conceptual Framework

The literature of the United Nations and other humanitarian organizations focused on the need to integrate empowerment in the various projects implemented around the world to support refugees (ESCWA, 2021; UN, 2012; UNHCR, 2021). The role of managerial empowerment is reflected positively on various aspects and activities of organizations, as empowered employees show independence and awareness of their role in achieving the organization's goals (Joseph, 2019). Structural empowerment is based on creating a work environment that provides employees with the opportunity to meet the challenges that arise while carrying out their duties (Al-Hammouri et al., 2021). The effect of structural empowerment on work engagement (Alhozi et al., 2021; Echebiri et al., 2020; García-Sierra & Fernández-Castro, 2018), organizational commitment (Abu-Rumman et al., 2021; Zaraket et al., 2018), and turnover intention (Ngqeza & Dhanpat, 2021) was examined. Orgambidez and Almeida (2020) indicated that structural empowerment is an essential matter when seeking to improve the productivity and efficiency of employees. However, the role of structural empowerment in improving the job performance and productivity of employees who have experienced specific difficult circumstances, such as forced migration, has not been examined. Hence, the first hypothesis of the research was formulated as follows:

H1: Structural empowerment has a positive influence on job performance.

Psychological empowerment is recognized as a source of the indirect relationship between psychological climate and individual performance (Alhozi et al., 2021; Iqbal et al., 2020). Sun (2016) stated that employees produce better results when they feel motivated and in control of their work environment and find a match between their aspirations and their job tasks. Psychological empowerment enhances the absorptive capacity of acquired knowledge, which helps to form new skills and capabilities for

employees that improve their performance (Echebiri et al., 2020; Malik et al., 2021). Zheng and Tian (2019) found that psychological empowerment generates self-efficacy and motivates a positive performance of core tasks among employees. Many international organizations have implemented projects aimed at empowering refugees in host environments for community integration and enhancing autonomy, which in turn improves the psychological state of refugees and enables them to perform their duties to the fullest (Al-Mahaidi, 2020; Singh et al., 2018; UN Women, 2018). Therefore, the second hypothesis of the research was formulated as follows:

H2: Psychological empowerment has a positive influence on job performance.

Figure 1 demonstrates the conceptual model of the research, which includes the independent variable of managerial empowerment and its dimensions (structural empowerment and psychological empowerment) and the dependent variable of job performance with its two dimensions (task performance and contextual performance), as well as the hypothetical relationship between these variables.

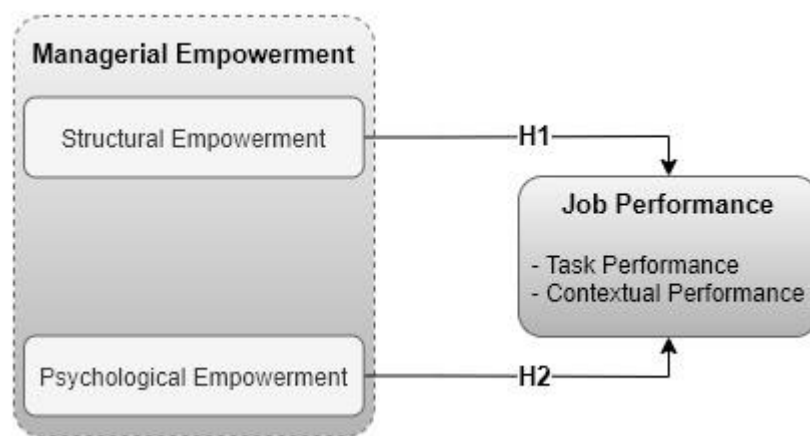


Figure 1. *Proposed conceptual framework*

Methodology

Research design and procedures

The current research followed the quantitative research approach, which establishes the relationships between variables in large samples and enables the provision of conclusions that arise from testing the hypothesized theory (Creswell, 2009; Hancock et al., 2019). This research was conducted in Jordan, which is one of the countries that has been hosting the largest number of Syrian refugees since the beginning of the Syrian crisis in 2011. Permission was obtained from the concerned authorities to conduct the survey associated with this research. Data collection took approximately 2 months, extending from December 2021 to January 2022. Further, the collected data were analyzed through SPSS and AMOS programs by following a set of methods designed to test hypotheses.

Research participants

A survey was designed to address the perspectives of Syrian female refugees who work in the governorates that host the largest numbers of Syrian refugees, which were Mafraq, Irbid, Zarqa, and Amman. Lists provided by humanitarian organizations and the Jordanian Ministry of Labor were used to determine the total number of Syrian refugees working in various economic sectors, which was determined to be approximately 215,668 refugees, most of whom are males. The survey was distributed to a purposive homogeneous non-probability sample targeting working Syrian female refugees. Sekaran and Bougie (2016) indicated that the appropriate sample size for the aforementioned

finite population is 384. Therefore, the questionnaire was distributed to a sample of 1,580 female refugees to ensure sufficiency in the sample size, while the retrieved questionnaires were 1,250. Through the preliminary examination, 87 responses were found to contain duplicate response patterns, thus they were excluded from the sample subject to analysis. Consequently, the final sample of the research was 961 Syrian female refugees, which represented a response rate of 60.82% of the total distributed questionnaires. This achieved a sufficiency rate in sampling.

It was found through the frequencies and percentages that the predominant age of the participants was between 20 and 25 years ($n= 441, 45.89\%$), followed by between 25 and 30 years ($n= 355, 36.94\%$), then less than 20 years ($n= 116, 12.07\%$), and finally 30 years or older ($n= 49, 5.10\%$). Females who held a bachelor's degree represented the majority of the research sample ($n= 643, 66.91\%$), while those with a postgraduate degree were a minority ($n= 29, 3.02\%$). In terms of experience, the females with 1 to 3 years of work experience ranked first ($n= 495, 51.50\%$), followed by those less than 1 year of experience ($n= 270, 28.10\%$), and the last rank was for those with experience of 6 years or more ($n= 51, 5.30\%$). A majority of the respondents were employed in the agricultural sector ($n= 595, 61.91\%$), followed by the industrial sector ($n= 271, 28.20\%$), and finally the service sector ($n= 95, 9.89\%$). None of the female Syrian refugees were employed in the tourism sector.

Research instrument

A self-reported questionnaire was developed for this research as a basic instrument for data collection. The questionnaire included an introduction to explain the research objectives. Besides, it contained three sections related to control variables and two main variables. Moreover, it was translated into Arabic by specialists so that the research sample members could understand its questions and answer them accurately. Subsequently, the questionnaire was returned to the English language to be included in the research. Regarding the responses to the questions about the research variables, they were distributed based on a five-point Likert scale indicating the extent to which the respondent agreed with the questionnaire items (i.e., 5= "strongly agree", 4= "agree", 3= "neutral", 2= "disagree", and 1= "strongly disagree").

Managerial empowerment: It is deemed as the independent variable in the current research and the corresponding items were developed based on (Abu-Rumman et al., 2021; Alhozi et al., 2021). Managerial empowerment is a second-order formative construct measured by (14) items classified into two first-order constructs. Structural empowerment is measured by six items (e.g., Current job helps me develop my career path). Psychological empowerment is measured using eight items (e.g., Job activities are meaningful and motivate me for continuous learning).

Job performance: It is deemed as the dependent variable in this research, and the corresponding items were developed according to (Guzmán-Ortiz et al., 2020; Nasurdin et al., 2020; Schumacher et al., 2021). Job performance is a second-order formative construct measured using (10) items classified into two first-order constructs. Task performance is measured by five items (e.g., Job duties assigned to me are understandable and commensurate with my abilities). Contextual performance is measured by five items (e.g., Job regulations and rules support the foundations of justice and equality among employees).

Control variables: These variables constitute the demographic section of the research questionnaire, as all variables are categorical. Age was classified into four categories (i.e., 1= "from 18 to less than 20 years", 2= "from 20 to less than 25 years", 3= "from 25 to less than 30 years", and 4= "30 years or older"). The educational level included three categories (1= "diploma or less", 2= "bachelor", and 3= "postgraduate"). Experience was divided into four categories (1= "less than a year", 2= "from 1 to less than 3 years", 3= "from 3 to less than 6 years", and 4= "6 years or more"). Finally, the economic sector is

classified into four categories (1= "industrial sector", 2= "service sector", 3= "agricultural sector", and 4= "tourism sector").

Results

Confirmatory factor analysis

Determining the validity and reliability of the measurement model is considered one of the postulates in research procedures, as it enables the generalization of the results and provides the opportunity for making comparisons aimed at choosing the best manner to lead a change (Cohen et al., 2018; Louangrath & Sutanapong, 2018). Confirmatory factor analysis (CFA) is one of the most common methods for verifying the validity and reliability of measurement models. It is used to test whether the measures of one of the constructs are consistent with the researcher's understanding of the nature of that construct. Further, CFA seeks to identify which groups of observed variables share properties of covariance to form theoretical constructs or latent variables (Flora & Flake, 2017; Hoofs et al., 2018; Marsh et al., 2020). This analytical method depends on a set of indicators. Table 1 presents the results of these indicators related to the current research data.

Table 1. Reliability, convergent and discriminant validity

Constructs	Mean	Std. Dev.	Factor loadings	α	ω	AVE	SE	PE	TP	CP
SE	3.77	0.974	0.715-0.882	0.911	0.913	0.638	0.799			
PE	3.65	0.815	0.691-0.861	0.916	0.918	0.584	0.641	0.764		
TP	3.44	0.902	0.755-0.820	0.888	0.891	0.621	0.702	0.715	0.788	
CP	3.58	0.936	0.647-0.837	0.880	0.883	0.602	0.698	0.722	0.712	0.776

Note: SE: structural empowerment, PE: psychological empowerment, TP: task performance, CP: contextual performance, bold diagonal fonts indicate to root square of average variance extracted, Regular diagonal fonts indicate correlation coefficients among constructs.

As a general rule, convergent validity is determined based on the values of the factors loading on their latent constructs, which should be greater than 0.50 to retain the item, along with the average variance extracted (AVE) of the latent constructs where the minimum threshold is 0.05 (Jin, 2020). The results in Table 1 reported that the factor loading values ranged within (0.647-0.882) which were greater than 0.50, as well as the values of AVE which were greater than 0.50 for all latent constructs. Hence, the research instrument has convergent validity.

The research instrument reliability was determined by the internal consistency measured using Cronbach's alpha coefficient (α) and composite reliability measured using the McDonald's omega coefficients (ω). The results in Table 1 show that the values of Cronbach's alpha coefficients were within the range (.880-.911), which were higher than the minimum acceptable value of 0.70 (Vaske et al., 2017). Moreover, the results indicated that the values of McDonald's omega coefficients exceed the minimum threshold for this indicator, which is 0.70 (Ravinder & Saraswathi, 2020; Watkins, 2017). Therefore, the current research instrument is considered reliable.

Discriminant validity

Discriminant validity tests the independence of the latent constructs in order to distinguish factors that have an effect on dependent constructs (Afthanorhan et al., 2021;

Brandsma et al., 2017). The Fornell–Larcker criterion and cross-loading values were the two essential methods used to measure discriminant validity. However, the results of these methods proved to be of lower quality while testing hypotheses with covariance-based structural equation models. Therefore, an alternative method was used in the current research, which is based on the Heterotrait-Monotrait Ratio (HTMT). This method assumes that the achievement of discriminatory validity is related to the square root of the average variance extracted, where its value should be less than 0.85 for all latent constructs and the correlation between research constructs does not exceed the minimum value of the square root of the average variance extracted (Roemer et al., 2021). The results in Table 1 demonstrated that values of the square root of the average variance extracted were within the range (0.764-0.799). Also, the correlation between the constructs did not exceed the lowest value of this indicator, which was according to the research results (0.764). Accordingly, the latent research constructs were independent, and discriminant validity was achieved.

Descriptive analysis

Means and standard deviations of the research variables were reported in Table 1. The results exhibited that managerial empowerment was at a high level, as its dimensions ranged within the moderate and high levels. Structural empowerment was at a high level (M = 3.77, SD = .974), while psychological empowerment was at a moderate level (M = 3.65, SD = .815). Job performance, which is the dependent variable, and its two dimensions were at a moderate relative importance level, where contextual performance (M = 3.58, SD = .936) ranked first and task performance (M = 3.44, SD = .902) ranked second.

Hypotheses testing

The research hypotheses were tested using structural equation modelling techniques (SEM) through the AMOS version 24 program. Particularly, the direct influence of structural empowerment and psychological empowerment on job performance was tested. Figure 2 illustrates the structural model used to test the hypotheses and its fit indices values.

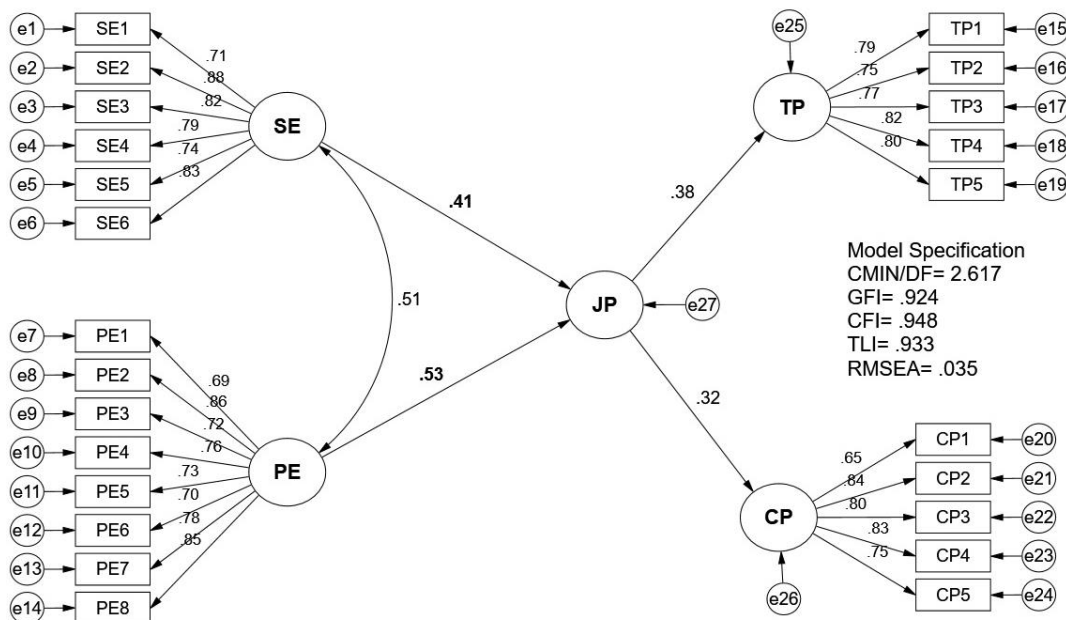


Figure 2. SEM for testing the impact of managerial empowerment on job performance

The results presented in Figure 2 indicated that the ratio of chi-square to degrees of freedom (CMIN/DF) was lower than the upper allowable value of 3 (Ahmad et al., 2016). The goodness of fit index (GFI) value was .924, the comparative fit index (CFI) was .948,

and the Tucker-Lewis index value was .933. Hence, the values of these indicators are higher than the minimum recognized threshold for these indicators, which is .90 (Marsh et al., 2020). The results also indicated that the value of the root mean square error of approximation was .035 as this value did not exceed the maximum value allowed for this indicator (Hoofs et al., 2018). Consequently, the model used is appropriate to complete the analysis using structural equation modelling.

Besides, Table 2 lists the numerical results of testing the influence of structural empowerment and psychological empowerment on job performance which were extracted based on SEM techniques.

Table 2. Result of research hypotheses testing

Path	B	S. E	β	t-value	p-value
SE → JP	0.615	0.024	0.411	25.625***	0.000
PE → JP	0.738	0.026	0.526	28.385***	0.000

Note: SE: structural empowerment, PE: psychological empowerment, JP: job performance.

* $p < .05$, ** $p < .01$, *** $p < .001$

The results shown in Table 2 showed that the largest influence was for psychological empowerment ($\beta = .526$, $t = 28.385$, $p = .000$), while the least influence was for structural empowerment ($\beta = .411$, $t = 25.625$, $p = .000$). Therefore, the research hypotheses that argued that managerial empowerment with its dimensions of psychological empowerment and structural empowerment influence job performance were accepted.

Discussion and conclusions

The research aims to examine the influence of managerial empowerment on the job performance of female Syrian refugees in Jordan. The achieved results demonstrated a high level of managerial empowerment, which corresponds with (Al-Omari et al., 2020; Ngqeza & Dhanpat, 2021). At the organizational level, this is a positive sign of the success of international humanitarian organizations in their programs aimed at empowering refugees, especially female Syrian refugees in Jordan. It also attests to the serious efforts of the Jordanian government to start implementing the Jordan Compact agenda. At the individual level, the results confirm that female Syrian refugees in Jordan possess high awareness of the importance of the role of women in community development. Moreover, there are perceived results among female refugees of equal opportunities and performance-based rewards in the employing organizations. These females have the autonomy that enables them to make decisions that are commensurate with the current situation, and they also use the acquired knowledge to carry out the duties entrusted to them as required. However, female Syrian refugees in Jordan showed moderate levels of job performance which is similar to the result of (Manzoor, Wei, Bányai, et al., 2019; Schumacher et al., 2021). This can be justified by the exposure of some Syrian refugee women to bullying in the workplace, which negatively affected their productivity. Moreover, some organizations' exploitation of these females by extending their working hours to exceed the maximum allowed limit leads to a decrease in the effectiveness of the implementation of duties and a decline in the required quality level.

The research results supported the proposed hypotheses, which indicated that structural empowerment and psychological empowerment have a positive impact on job performance. This result agreed with the findings of (Al-Hammouri et al., 2021; Kundu et al., 2019). Therefore, the approach based on decentralized authority and participation in organizational decision-making contributes to improving the job performance of female Syrian refugees. These refugees who have the resources to perform duties involving technological equipment and quality raw materials help in achieving organizational efficiency. In addition, the managerial support represented by the incentive system,

training, and career development opportunities helps female Syrian refugees to exert an effort that exceeds what is required in the job description, which is reflected in the intrinsic quality of the product or service provided to the client. From another standpoint, the female Syrian refugees who feel a sense of belonging to the workplace and ownership of the job are less likely to fall into the careless performance of routine job tasks. Female Syrian refugees who received performance-based incentives and had some freedom to carry out duties indicated a high degree of satisfaction and a tendency to stay at work. This leads to a decrease in organizational costs and turnover rates, thus increasing production efficiency, as employees who are experienced in implementing the duties required of them remain in their jobs for longer periods of time.

Implications and limitations

The results of the research present a set of theoretical and practical implications. The theoretical implication is represented in enriching the literature of both managerial empowerment and job performance among refugees of developing countries (Jordan, for example). Specifically, the current research provided evidence of the impact of efforts made to empower the female Syrian refugees in Jordan in their job performance, which is considered a contribution to the theory of social empowerment and in support of the United Nations principles oriented towards equality and the empowerment of vulnerable women in the host communities. The practical implications revolve around revealing the results of the current research that female Syrian refugees need a great deal of psychological care in work environments to be able to improve their productivity and reach the required performance. This requires the managerial authorities to implement training programs and improve the motivation policy, especially psychological stimulation based on participation in decision-making, to reduce the psychological pressures on female refugee employees, which may result from bullying or the challenging circumstances they have endured during the Syrian crisis. Moreover, giving the female Syrian refugees an opportunity to improve their career path contributes to improving their creativity, which helps to achieve efficiency and effectiveness in the use of organizational resources.

Although the current research makes a good contribution and guides to a better understanding of the influence of managerial empowerment on the performance of female Syrian refugees in Jordan, it still has some limitations. First, the data was collected through a self-report survey due to the Coronavirus pandemic, which may result in a common method bias. Thus, future researchers may wish to collect data through supervisory surveys or peer surveys to improve the results. Second, the research relied on the cross-sectional method through a sample of Syrian refugee women in Jordan. This approach limits the ability to generalize findings to other communities hosting Syrian refugees. Therefore, conducting future studies based on the longitudinal section helps to improve the ability to generalize the results, whether for Syrian refugees or those of other nationalities. Third, the purpose of this research was to examine the influence of managerial empowerment on job performance, despite the fact that there are many factors that may impact job performance. Hence, future studies may contribute to enhancing understanding and awareness of the nature of these factors and their impact on job performance, especially on refugee performance, such as workforce diversity, leadership style, and social responsibility.

List of Abbreviations

SEM: Structural Equation Modelling; PTSD: Post-Traumatic Stress Disorder; SFRC: Senate Foreign Relations Committee; UNHCR: The United Nations High Commissioner for Refugees; GBV: Gender-Based Violence; UN: United Nations; ESCWA: The United

Nations Economic and Social Commission for West Asia; CFA: Confirmatory Factor Analysis; AVE: Average Variance Extracted; HTMT: Heterotrait-Monotrait Ratio; CMIN/DF: ratio of chi-square to degrees of freedom; GFI: goodness of fit index; CFI: comparative fit index.

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