



ISSN: 2617-6548

URL: www.ijirss.com



Psychological empowerment and its relationship to organizational anomie and enhancing creative behavior among employees in the Saudi Ministry of sports

 Mohammed Shaab Alibrahim

Department of Physical Education, College of Education, King Faisal University, Al-Ahsa 31982, Saudi Arabia.

(Email: malibrahim@kfu.edu.sa)

Abstract

The purpose of this study was to examine the relationship between psychological empowerment, organizational deviation and creative behavior among employees of the Saudi Ministry of sports. The researchers employed a descriptive approach specifically using a survey study method to collect data. The study sample consisted of 1480 participants who were deliberately selected from different categories within the study population. Data was collected using the psychological empowerment scale and questionnaires. The findings revealed that the level of psychological empowerment among employees of the Saudi Ministry of sports was determined to be 60.60%. Additionally, the level of organizational deviation was found to be 52.40% while the level of creative behavior was measured at 51.20%. The study also identified a significant relationship between psychological empowerment, organizational deviation and creative behavior. The study proposes several recommendations based on its findings. Firstly, it suggests promoting a culture of psychological empowerment within sports institutions to enhance organizational effectiveness and encourage employee creative behavior. This can be achieved through initiatives that empower individuals, give them autonomy and involve them in decision-making processes. Secondly, the study recommends the implementation of development and training programs for employees in sports institutions and departments. These programs should focus on reducing organizational disintegration and fostering creative behavior. Organizations can create an environment that supports innovation and collaboration by providing employees with the necessary skills and knowledge. Furthermore, the study highlights the importance of respecting and considering employee motivations and behaviors in organizational management.

Keywords: Creative behavior, Decision-making, Fostering creativity, Job performance, Organizational anomie, Organizational effectiveness, Psychological empowerment.

DOI: 10.53894/ijirss.v7i3.3085

Funding: This research is supported by the Deanship of Scientific Research at King Faisal University, Saudi Arabia (Grant number: 5502).

History: Received: 18 December 2023/Revised: 5 February 2024/Accepted: 29 February 2024/Published: 25 April 2024

Copyright: © 2024 by the author. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<https://creativecommons.org/licenses/by/4.0/>).

Competing Interests: The author declares that there are no conflicts of interests regarding the publication of this paper.

Transparency: The author confirms that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

Institutional Review Board Statement: The Ethical Committee of the King Faisal University, Saudi Arabia has granted approval for this study on 8 October 2023 (Ref. No. KFU-REC-2023).

Publisher: Innovative Research Publishing

1. Introduction

Psychological empowerment is a management approach that emphasizes granting employees confidence, independence and freedom in their work [1]. This approach fosters trust, competence, importance and responsibility among workers [2]. It plays a crucial role in enhancing psychological safety and motivation in the workplace [3]. The positive impact of psychological empowerment on employee job performance has led to its significance in organizational research [4]. The organization's primary goals are to influence employee motivation, remove administrative and organizational barriers and develop strong relationships between management and employees [5]. Psychological empowerment also entails employees taking responsibility for their empowering roles and responding effectively to them [6]. This is closely linked to employees' awareness of the significance of their work and their belief in their competence to perform it Shah, et al. [7]. It also encompasses employees' sense of freedom and independence in their work and their belief in their ability to make a positive impact on their job activities [8]. According to Jamian, et al. [9], psychological empowerment refers to individuals' perception of their autonomy in carrying out daily work responsibilities, their ability to assume professional accountability, their sense of importance and self-confidence, their ability to influence those they serve and their capacity to make informed decisions. Psychological empowerment plays a crucial role in enhancing the capabilities of employees in modern systems, fostering cooperation, team spirit, self-confidence, creativity, independent thinking and an entrepreneurial mindset [10]. Psychological empowerment is basically about giving employees the freedom to do their jobs on their own [11]. This includes promoting broader participation in assuming responsibilities and developing a deeper understanding of the significance of their work. The aim is to restructure the organization and create a stimulating and supportive climate that encourages productivity and innovation. Psychological empowerment also fosters positive emotions among employees, enhances their sense of psychological and professional well-being, increases job satisfaction and improves motivation and commitment to work tasks [12]. Additionally, it leads to faster task completion and activity, eliminates bureaucratic obstacles and promotes openness and trust between employees and customers. Furthermore, it enables the utilization of employee and customer feedback to enhance the level of service provided [13]. Organizational anomie refers to a social anomaly that occurs within professional environments where employees are often exposed to temptations and ethical deviations. This phenomenon is observed in organizations that have established values but fail to adhere to them [14]. The sources of organizational anomie can be found in various aspects of an organization, including its culture, structure, work organization, motivation and management methods, legal rules, human behaviors, value systems and the mechanisms that regulate social behaviors within the organization [15]. The growth and activation of organizational anomie are influenced by work climates that either promote or discourage ethical behavior among employees. Several factors contribute to its emergence such as organizational culture and ethical climate, leadership, organizational structure, policies, incentive systems, socialization, decision-making processes, informal systems, and conflicts among workers. The prevalence of organizational anomie is a significant concern for most organizations due to its association with a high incidence of unethical and illegal behaviors among employees as well as the spread of antisocial norms. These negative behaviors have significant financial implications for organizations [16, 17]. One consequence of organizational anomie is a decrease in employees' willingness to engage in organizational citizenship behavior. This is a result of feelings of futility and distrust towards the organization, psychological detachment, social imbalance, excessive rationalization and a tendency to minimize or ignore the consequences [18, 19].

In today's competitive global market, organizations strive for success and productivity with excellence and creativity in the workplace being essential factors in achieving these goals [20]. Creativity is recognized as a crucial element for an organization's success and competitiveness as it leads to increased productivity and high performance among employees [21]. In the context of technological advancements, globalization and intense competition, creativity has become a vital characteristic of growing organizations [22, 23]. In today's fast-changing world, organizations must be able to adapt and adjust their strategies, products and services to meet evolving market demands. Creativity plays a crucial role in enabling organizations to think innovatively, explore new opportunities and develop unique solutions to address emerging challenges. It helps organizations remain competitive, adaptable and flexible in the context of a constantly changing business environment. Organizations can harness the power of new ideas and perspectives to drive growth, enhance performance and maintain a competitive edge by fostering a culture of creativity [24]. Creative behavior is a contemporary concept that is closely linked to intellectual assets and plays a pivotal role in ensuring the quality of products or services and keeping up with global advancements [25, 26]. It involves multiple steps in the decision-making process, starting with awareness of the existing situation, paying attention to it, gathering information, generating and evaluating alternatives and ultimately either rejecting or adopting a particular idea [27].

1.1. Problem Statement

Psychological empowerment has a positive impact on job performance and creativity [28, 29]. Research has shown that psychological empowerment improves organizational performance by influencing individual behavior and performance [2, 30]. It has also been found to enhance creativity leading to better performance and a competitive advantage [31]. Moreover, psychological empowerment acts as a mediator between digital competencies and job performance [32]. Additionally, it is associated with seeking challenges and resources as well as reducing job demands through job crafting which can ultimately increase creativity and productivity [33]. These findings emphasize the significance of psychological empowerment in improving job performance and fostering creativity in the workplace. Creating a more ethical work environment is crucial for promoting ethical behavior in society. The workplace plays a significant role in shaping social norms and values [34]. Managers have a responsibility to actively combat unethical behavior within their organizations especially during times of crisis as ignoring the ethical consequences can have severe

economic and social repercussions. Resisting organizational anomie may be challenging for managers but today's leaders need to address this issue [35]. Ethical leadership can have a positive impact on employee well-being and productivity as well as the reputation and success of the company [36, 37]. Organizations should prioritize ethical decision-making, provide ethical role models and create ethical environments to foster trust and respect. They can contribute to the development of a more ethical society [38]. Organizational anomie has received attention from researchers due to its contribution to negative workplace phenomena. The emergence of organizational anomie is influenced by social and economic dynamics in the relationship between the organization, work and individual. This leads to rapid changes in psychological and physical work contracts. Understanding this phenomenon can improve organizational performance [19]. Psychological empowerment plays a crucial role in stimulating and managing creativity within organizations. Employees' creative efforts persist despite facing various environmental and organizational obstacles. Granting employees, the freedom to make decisions enhances their level of creative energy. A study conducted by [Marfuatun and Muafi \[1\]](#) highlights the significance of psychological empowerment in enhancing employees' work performance. Empowerment fosters the development of capabilities, diversifies employees' skills and enables them to acquire diverse work experiences, ultimately enhancing their creative capabilities. Both public and private sector workers require psychological empowerment from senior management to combat organizational stagnation and promote creative behavior. Workers need psychological reinforcement more than ever because of the COVID-19 pandemic's current problems including changed work practices and financial instability. This study aims to address these issues and shed light on their impact.

1.2. The Significance of the Research

The significance of this study lies in its exploration of the concept of psychological empowerment which is a relatively new area in the field of positive psychology that requires further research. The research also highlights the critical role of psychological empowerment in enhancing employees' capabilities and fostering a positive work environment. Understanding the impact of psychological empowerment can assist organizations in developing strategies and policies that promote employee autonomy, motivation and job satisfaction. Additionally, the study sheds light on the detrimental effects of organizational anomaly on employee behavior and organizational outcomes. Organizations can take proactive measures to prevent or mitigate their negative consequences such as unethical behavior and low levels of organizational citizenship by identifying the factors contributing to organizational anomalies. Furthermore, the research underscores the importance of creativity in the workplace for organizational success and competitiveness. Recognizing creativity as a key driver of productivity and innovation can guide organizations in cultivating a creative culture, implementing effective decision-making processes and leveraging intellectual assets to stay ahead in the rapidly changing global marketplace. This study is one of the pioneering investigations that examines the relationship between psychological empowerment, organizational anomalies and creative behavior among workers in the Saudi Ministry of sports. The findings of this study can contribute to a better understanding of the factors that contribute to psychological empowerment among employees. Moreover, the study's recommendations are valuable as they can be used to enhance psychological empowerment in various organizations leading to a reduction in organizational deviation and the development of creative behavior skills among employees.

1.3. Objectives

This study aims to explore the relationship between psychological empowerment, organizational anomie and creative behavior among employees of the Saudi Ministry of sports. Additionally, this research seeks to assess the levels of organizational anomie and creative behavior within this specific employee group.

1.4. Research Questions

The following questions are posed in line with the research objectives:

Q1: What is the extent of psychological empowerment among employees of the Saudi Ministry of sports?

Q2: What is the level of organizational anomie experienced by employees of the Saudi Ministry of sports ?

Q3: What is the level of creative behavior exhibited by employees of the Saudi Ministry of sports ?

Q4: Are there statistically significant direct correlations between psychological empowerment and both organizational anomie and creative behavior among employees of the Saudi Ministry of sports ?

2. Literature Review

[Grošelj, et al. \[39\]](#) highlighted the significance of psychological empowerment as a mediator between original and transformational leadership and innovative work behaviors regarding psychological empowerment. [Wardani and Dewi \[40\]](#) discovered that psychological empowerment and competence positively impact employee performance with organizational citizenship behavior partially mediating this relationship. [Liu and Ren \[41\]](#) found that perceived leader trust positively influences employees' psychological empowerment which in turn correlates positively with employee work performance. Furthermore, [Caesens, et al. \[42\]](#) confirmed that psychological empowerment mediates the positive relationship between perceived organizational support and psychological well-being. The study conducted by [Ahmed and Malik \[43\]](#) found a positive and moral relationship between psychological empowerment and both the psychological well-being and job performance of teachers. [Fang, et al. \[44\]](#) further supported this notion by confirming that empowerment has two dimensions. The first dimension involves the leader's behavior in empowering subordinates to carry out their work tasks while the second dimension relates to the psychological and emotional state experienced by subordinates as a result of being empowered by their leader. Additionally, [Suifan, et al. \[45\]](#) demonstrated that psychological empowerment creates favorable conditions for the development of psychological capital and [Javed, et al. \[46\]](#) confirmed the impact of

psychological empowerment on innovative work behaviors. A study conducted by [Kaya and Altinkurt \[47\]](#) demonstrated that psychological and structural empowerment play a mediating role in the relationship between psychological capital and job burnout. Another study by [Mangundjaya and Mufidah \[48\]](#) found a positive effect of psychological empowerment on organizational commitment. Additionally, [Rantika and Yustina \[49\]](#) confirmed the existence of an effect of psychological empowerment on emotional exhaustion. The findings of the study conducted by [Yarim and Çelik \[50\]](#) validate its significance as a crucial factor contributing to undesirable work behaviors that hinder the organization's goal attainment process regarding organizational anomie. Additionally, [Formiga, et al. \[51\]](#) establish that the root cause of anomie within an organization lies in the disparity between its internal and external environments. This discrepancy, coupled with employees' unclear perceptions of the organization's objectives stems from a lack of coherent communication from senior management which prevents the organization from determining appropriate means to achieve its goals. Furthermore, the study conducted by [Rafierad, et al. \[52\]](#) highlights that the development of anomie within an organization is a major catalyst for the emergence of humanistic behaviors leading to deviations from legal and ethical controls and standards. Lastly, the [Bae and Shin \[53\]](#) study confirms that the level of organizational anomie is influenced by various economic and social factors, including academic achievement, gender, income and job hierarchy. In terms of creative behavior, the findings of the study conducted by [Ye, et al. \[54\]](#) support the notion that organizational justice significantly and positively influences employees' creative behavior and interactive justice. Similarly, [Jia, et al. \[55\]](#) found that ethical leadership has a positive impact on innovative work behavior. Additionally, [Durrah, et al. \[56\]](#) demonstrated that behavioral organizational pride positively affects employee creativity. Furthermore, [Zhang and Wang \[57\]](#) confirmed a positive relationship between organizational identification and employees' innovative behavior. Moreover, creative self-efficacy strengthens the relationship between work participation and innovative behavior. The study conducted by [Kundu, et al. \[58\]](#) confirmed that having a clear understanding of one's role within an organization positively influences internal motivation which in turn has a direct and indirect impact on employee innovation through increased participation in work. On the other hand, [Zhou, et al. \[59\]](#) and [Liu, et al. \[60\]](#) found that the psychological effects of hierarchical levels within an organization can have negative effects on employees' creative behavior. However, other studies suggest that under certain conditions, this behavior can reduce selfish behavior and promote cooperative behavior [\[61\]](#).

3. Materials and Methods

3.1. Research Sample

The participants in this study were staff members of the Kingdom of Saudi Arabia's Ministry of sports' organizational departments. Examining the relationship between psychological empowerment, an independent variable, and creative behavior and organizational breakdown, dependent variables was the major goal of the study. A potent statistical method that had not before been available in the Saudi setting was introduced by this study. Self-administered questionnaires were used to gather quantitative data to test the study questions. All personnel (n = 1480) employed by the Saudi Ministry of sports' organizational departments were included in the sample (see [Table 1](#)). All staff received the surveys and were given detailed instructions on how to fill them out. There was no payment and participation was entirely voluntary. The autonomy of the participants was guaranteed and to raise response rates, the questionnaire was delivered in both Arabic and foreign languages. There were two sections in the questionnaire. The first portion gathered demographic data, including age, gender, experience and educational attainment. Questions, especially those created to address the research questions were provided in the second section. The questionnaire items were developed using validated metrics and an experimental investigation. [Figure 1](#). provides a visual representation of the study framework. In this study, a descriptive methodology similar to survey studies was used.

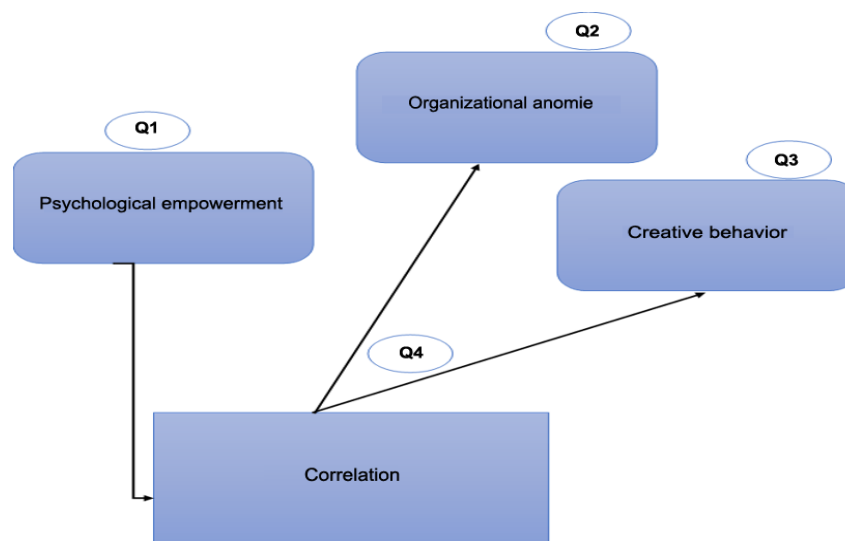


Figure 1.
Research framework.

Table 1.
Demographic characteristics.

Characteristic	Profile	N	Imp.
Gender	Male	897	60.61%
	Female	583	39.39%
Age	Less 30 years	397	26.82%
	30-39 years	382	25.81%
	40-49 years	415	28.04%
	Above 50 years	286	19.32%
Experience	Less than 5 years	391	26.42%
	5-15 years	402	27.16%
	15-25 years	687	46.42%
Level of education	High school	321	21.69%
	College	849	57.36%
	Master's	198	13.38%
	Ph.D	112	7.57%

Table 2 provides a description of a sample study conducted in various organizational departments. The table includes the number of participants in the basic sample and the sample survey for each department. The table continues to list the departments along with their respective participant numbers in both the basic sample and the sample survey. In total, the study includes 1480 participants in the basic sample and 240 participants in the sample survey across all the organizational departments.

Table 2.
Description of a sample study.

No	Organizational departments	Basic sample	Sample survey
1	Strategic planning department	68	10
2	Engineering affairs department	71	12
3	Maintenance management of stadiums and sports cities	67	13
4	Budget monitoring and auditing department	81	13
5	Legal consultations and contracts management	73	12
6	Information systems management	78	12
7	Media content management	69	12
8	Media relations management	68	13
9	Media planning department	67	10
10	Human capital management	74	12
11	Administrative development and quality management	83	12
12	Recruitment management	81	11
13	Managing discounts and compensation	78	11
14	Sponsorship management	72	10
15	Investment portfolio management	71	13
16	Special projects management	75	12
17	Manpower planning department	70	14
18	Employee relations management	83	13
19	Customization management	75	12
20	Club investment management	76	13
Total		1480	240

3.2. Research Instruments

3.2.1. Psychological Empowerment Scale

The researcher used Spreitzer [62] psychological empowerment scale to assess the level of psychological empowerment among employees of the Saudi Ministry of sports . Participants were asked to rate their agreement with statements on a five-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = indecisive, 4 = agree and 5 = strongly agree). Initially, the scale consisted of 24 statements. A panel of specialized professors from Saudi universities, psychologists and mental health specialists reviewed the scale and agreed upon 20 valid statements while 4 invalid items were removed. The final version of the scale comprised 20 statements which were divided into four dimensions: meaning, competence, self-determination and influence with five statements for each dimension (refer to Appendix A for details). Correlation coefficients were calculated between the scores of each statement and its corresponding dimension to establish the validity of the scale. The correlation coefficients ranged from 0.643 to 0.917 for all dimensions and 0.925 for the overall scale. The reliability of the scale was assessed using Cronbach's alpha resulting in a reliability coefficient of 0.782 for the scale's dimensions.

3.2.2. Measuring Organizational Anomie and Creative Behavior

This study used two questionnaires to assess organizational anomie and creative behavior among employees of the Saudi Ministry of sports . The first questionnaire (organizational anomie) consisted of 17 sentences and measured responses using a five-point Likert scale. It focused on three axes: organizational non-normativity, organizational distrust, and organizational cynicism (see Appendix B). The second questionnaire (creative behavior) consisted of 15 sentences and also used a five-point Likert scale to measure responses. It assessed three axes: generating ideas, promoting ideas and implementing ideas (see Appendix C). The validity of the questionnaires was confirmed by calculating correlation coefficients between the scores of each item and the corresponding axis score. The correlation coefficients for the first questionnaire ranged from 0.625 to 0.887 with an overall coefficient of 0.893. For the second questionnaire, the correlation coefficients ranged from 0.682 to 0.864 with a general coefficient of 0.853. The reliability of the questionnaires was assessed using Cronbach's alpha resulting in a general coefficient value of 0.761 for the first tool and 0.81 for the second tool. These coefficients indicate good reliability for this type of study.

3.3. Timeline and Statistical Analysis

The study was conducted between July 23 and August 9, 2023 with a sample of 1480 individuals. Statistical analysis was performed using various techniques including Pearson's correlation coefficient, Cronbach's alpha coefficient, percentages, mean, standard deviation, confidence limits, chi-squares and multiple regression analysis. The data were analyzed using IBM Corporation's SPSS 26 social sciences statistical software (IBM Corporation, USA, Armonk, New York). A significance level of $p < 0.05$ was used to determine statistical significance.

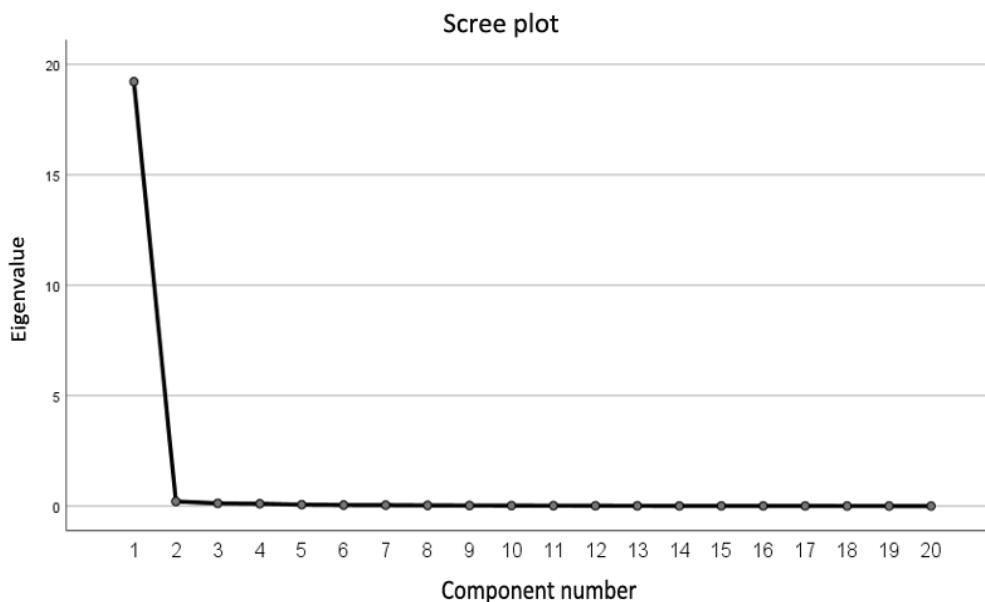


Figure 2. A scree plot of the level of psychological empowerment.

4. Results

A scree plot illustrating the eigenvalues of the factors extracted from a questionnaire measuring the level of psychological empowerment among employees of the Saudi Ministry of sports .

Table 3 presents the responses to the scale on the level of psychological empowerment among employees of the Saudi Ministry of sports . The data shows the percentage range for each axis as well as the overall percentage for each axis and the scale as a whole. The percentage ranges from 62.20% to 66.20% with an overall percentage of 64.40% for the meaning axis. The efficiency axis ranges from 54.80% to 61.80% with an overall percentage of 59.00%. The self-determination axis ranges from 58.40% to 61.20% with an overall percentage of 60.00%. The influence axis ranges from 54.20% to 63.20% with an overall percentage of 59.40%. The overall percentage for the scale as a whole is 60.60%.

Table 3. Mean, SD, and (X^2) the level of psychological empowerment among employees of the Saudi Ministry of sports (number= 1480).

No.	Item	Mean	SD	X^2	Sig.	Imp. percentage
The first axis: Meaning (importance of work)						
1-	I find meaningful in what I do.	3.26	1.29	114.6	0.001	65.20%
2-	I find purpose in my work on a personal level.	3.31	1.27	143.0	0.001	66.20%
3-	I take responsibility for it seriously.	3.13	1.35	45.4	0.001	62.60%
4-	The work I conduct aligns with my preferences and goals.	3.26	1.33	92.6	0.001	65.20%

No.	Item	Mean	SD	X ²	Sig.	Imp. percentage
5-	Work tasks give me the chance to demonstrate myself.	3.11	1.38	23.7	0.001	62.20%
	The average response of the axis	3.22	1.31	2714.8	0.001	64.40%
The second axis: Efficiency						
6-	I am proficient in the skills required for my position.	2.91	1.47	32.5	0.001	58.20%
7-	I have the requisite and sufficient experience and skill to carry out the work.	2.74	1.38	50.4	0.001	54.80%
8-	I have confidence in my abilities and capabilities to carry out the work.	2.91	1.35	30.7	0.001	58.20%
9-	I have the ability to devise novel working methods.	3.07	1.31	81.4	0.001	61.40%
10-	I have faith in my abilities when I succeed.	3.09	1.37	45.4	0.001	61.80%
	The average response of the axis	2.95	1.35	1266.8	0.001	59.00%
The third axis: Self-determination						
11-	I voice my opinions on issues pertaining to my work.	3.01	1.45	5.4	0.251	60.20%
12-	I have the authority needed to take action in my line of work.	3.00	1.31	50.4	0.001	60.00%
13-	I enjoy a high level of autonomy in selecting and implementing the most suitable approaches for my work.	2.92	1.38	45.4	0.001	58.40%
14-	My superiors grant me the freedom to act independently without constantly seeking their input.	3.01	1.50	30.7	0.001	60.20%
15-	I have the autonomy to determine my own work schedule, deciding when to commence and conclude my tasks.	3.06	1.45	8.8	0.065	61.20%
	The average response of the axis	3.00	1.40	2009.5	0.001	60.00%
Fourth axis: Impact						
16-	I possess the power to impact the work of my colleagues.	3.16	1.45	45.3	0.001	63.20%
17-	I am capable of influencing the results and achievements within the administration.	3.15	1.42	23.7	0.001	63.00%
18-	I hold significant sway over the decisions made within my area of expertise.	2.96	1.39	7.3	0.122	59.20%
19-	I have the power to shape future perspectives on work.	2.86	1.45	45.4	0.001	57.20%
20-	I possess the ability to convince others with innovative proposals or ideas for work.	2.71	1.34	169.8	0.001	54.20%
	The whole of the axis	2.97	1.39	1575.5	0.001	59.40%
	the entire questionnaire	3.03	1.36	2973.9	0.001	60.60%
Confident = (0.65)		The pinnacle of culture = (0.69)				

Note: The value of (X²) is a function at a significance level (0.05).

The table displays the findings of a poll that was given to Saudi Ministry of sports employees. The poll assesses the level of psychological empowerment among employees based on four criteria: meaning, effectiveness, self-determination and impact. This is shown by the average response range of 3.11 to 3.31 for all items in the first dimension. The average response for this dimension was 3.22, indicating that the employees gave their work a high level of importance. The average responses for the second dimension, efficiency ranged from 2.74 to 3.09. This shows that workers are confident in their talents and feel adept at the ones needed for their jobs. Although there is space for improvement in terms of efficiency, the average response for this dimension was 2.95. Average responses for the third dimension, self-determination ranged from 2.92 to 3.06. This demonstrates that staff members believe they exercise some level of authority and autonomy at work. The average response for this category was 3.00 which indicates that employees have a modest amount of self-determination. Average responses for the fourth dimension of impact ranged from 2.71 to 3.16. This shows that workers believe they have some authority and influence on their coworkers and the administration. The average response for this category was 2.97 which indicates that employees' perceptions of the impact were modest. The complete poll received an average response of 3.03 showing that Saudi Ministry of sports personnel have a generally favourable opinion of psychological empowerment. All dimensions and questionnaires had significant results from the statistical analysis (X²). The KMO values for the questionnaire's axes meaning, effectiveness, self-determination, and impact were 0.881, 0.904, 0.898 and 0.849 respectively. The full questionnaire's KMO values were 0.964 and the results of Barlett's test of sphericity were significant (P = 0.001). It can be concluded that the disparities in replies were not the result of chance.

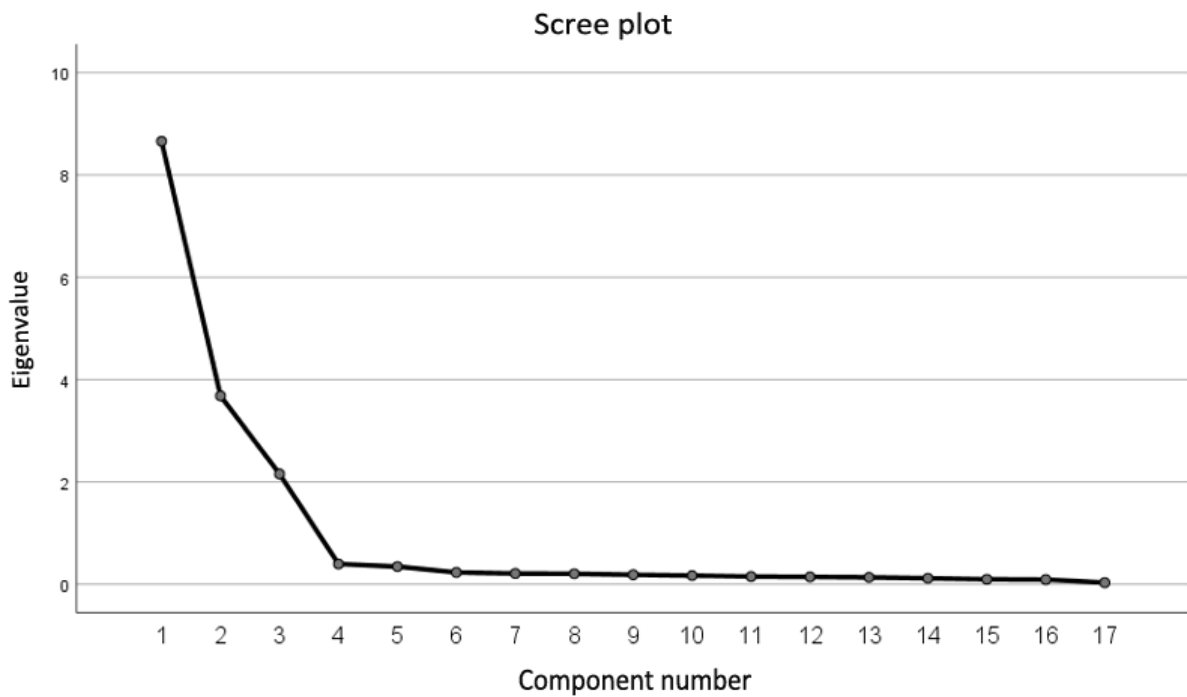


Figure 3.
A scree plot of the level of organizational anomie among employees.

A scree plot illustrating the eigenvalues of the factors extracted from a questionnaire measuring the level of organizational anomie among employees of the Saudi Ministry of Sports.

Table 4 presents the results of the questionnaire on the level of organizational anomie among employees of the Saudi Ministry of sports . The data indicates the percentage range for each axis as well as the overall percentage for each axis and the questionnaire as a whole. On the Organizational Non-Standard (ONS) axis, the percentage ranges from 42.40% to 53.80% with a total percentage of 43.80%. The Lack of Organizational Confidence (LOC) axis ranges from 42.80% to 45.40% resulting in a total ratio of 44.20%. The Organizational Sarcasm (OS) axis ranges from 50.20% to 54.20% for a total percentage of 51.20%. The overall percentage for the entire questionnaire was 52.40%.

Table 4.
Mean, SD, and (x2) the level of organizational anomie among employees of the Saudi ministry of sports (n = 1480).

No.	Item	Mean	SD	X ²	Sig.	Imp. percentage
The first axis: Organizational non-standard (ONS)						
1-	Breaking some organizational norms is done to accomplish certain objectives.	2.69	1.41	298.3	0.001	53.80%
2-	The ministry's system for evaluating employee performance is unfair.	2.36	1.11	660.6	0.001	47.20%
3-	Generally speaking, "The end justifies the means".	2.12	1.21	685.8	0.001	42.40%
4-	There is intense pressure to meet organizational objectives using whatever methods are necessary.	2.12	1.16	732.1	0.001	42.40%
5-	When performing job duties, there is a readiness to break some organizational rules.	2.18	1.15	672.1	0.001	43.60%
6-	Some employees lie to their employers to win their trust.	2.19	1.20	604.2	0.001	43.80%
	The average response of the axis	2.19	1.06	867.1	0.001	43.80%
The second axis: Lack of organizational confidence (LOC)						
7-	The ministry struggles to really implement the standards.	2.14	1.24	600.8	0.001	42.80%
8-	There are no plans for the future to encourage workers to practice good work ethics.	2.19	1.22	523.2	0.001	43.80%
9-	The material aspects are what people are most interested in.	2.24	1.22	464.8	0.001	44.80%
10-	Administrative corruption is showing signs in the ministry.	2.19	1.21	547.0	0.001	43.80%
11-	There is no desire to encourage staff to act cooperatively.	2.27	1.17	528.0	0.001	45.40%

No.	Item	Mean	SD	X ²	Sig.	Imp. percentage
	The average response of the axis	2.21	1.13	517.5	0.001	44.20%
The third axis: Organizational sarcasm (OS)						
12-	Most employees find it challenging to have complete faith in their coworkers.	2.51	1.31	395.6	0.001	50.20%
13-	The majority of employees do not experience a sense of organizational loyalty.	2.68	1.26	147.1	0.001	53.60%
14-	The majority of employees don't care about the issues their coworkers are facing at work.	2.58	1.29	270.8	0.001	51.60%
15-	Some employees are exposed to sarcasm when discussing performance evaluation.	2.58	1.31	192.4	0.001	51.60%
16-	The majority of employees show little interest in their coworkers' accomplishments.	2.71	1.25	146.8	0.001	54.20%
	The whole of the axis.	2.56	1.28	417.7	0.001	51.20%
	the entire questionnaire.	2.62	1.21	768.0	0.001	52.40%
Confident = (0.65)		The pinnacle of culture = (0.69)				

Note: The value of (X²) is a function at a significance level (0.05) = 5.99.

The table presents the results of a study conducted among employees of the Saudi Ministry of sports. The study aimed to assess the level of organizational anomie among employees. The first axis, labelled Organizational Non-Standard (ONS) includes items related to breaking organizational norms and justifying means to achieve objectives. The average response for this axis was 2.19 indicating a moderate level of agreement among employees. The level of organizational anomie, measured by x² was 867.1 which was statistically significant (p < 0.001). The second axis labelled Lack of Organizational Confidence (LOC) includes items related to the ministry's struggle to implement standards and the absence of plans to encourage good work ethics. The average response for this axis was 2.21 indicating a moderate level of agreement among employees. The level of organizational anomie measured by x² was 517.5 which was statistically significant (p < 0.001). The third axis, labelled Organizational Sarcasm (OS) includes items related to employees' lack of faith in their coworkers and a sense of organizational loyalty. The average response for this axis was 2.56 indicating a moderate level of agreement among employees. The level of organizational anomie measured by x² was 417.7 which was statistically significant (p < 0.001). The entire questionnaire had an average response of 2.62 indicating a moderate level of agreement among employees. The level of organizational anomie measured by x² was 768.0 which was statistically significant (p < 0.001). The KMO values for the questionnaire's axes were ONS (0.910), LOC (0.918) and OS(0.890). The full questionnaire's KMO values were 0.924 and the results of the Barlett's test of sphericity were significant (P< 0.05). The results suggest that there is a significant level of organizational anomie among employees of the Saudi Ministry of sports. This is evident in the moderate agreement among employees regarding breaking organizational norms, a lack of organizational confidence and organizational sarcasm. The findings highlight the need for interventions to address these issues and improve the organizational culture within the ministry.

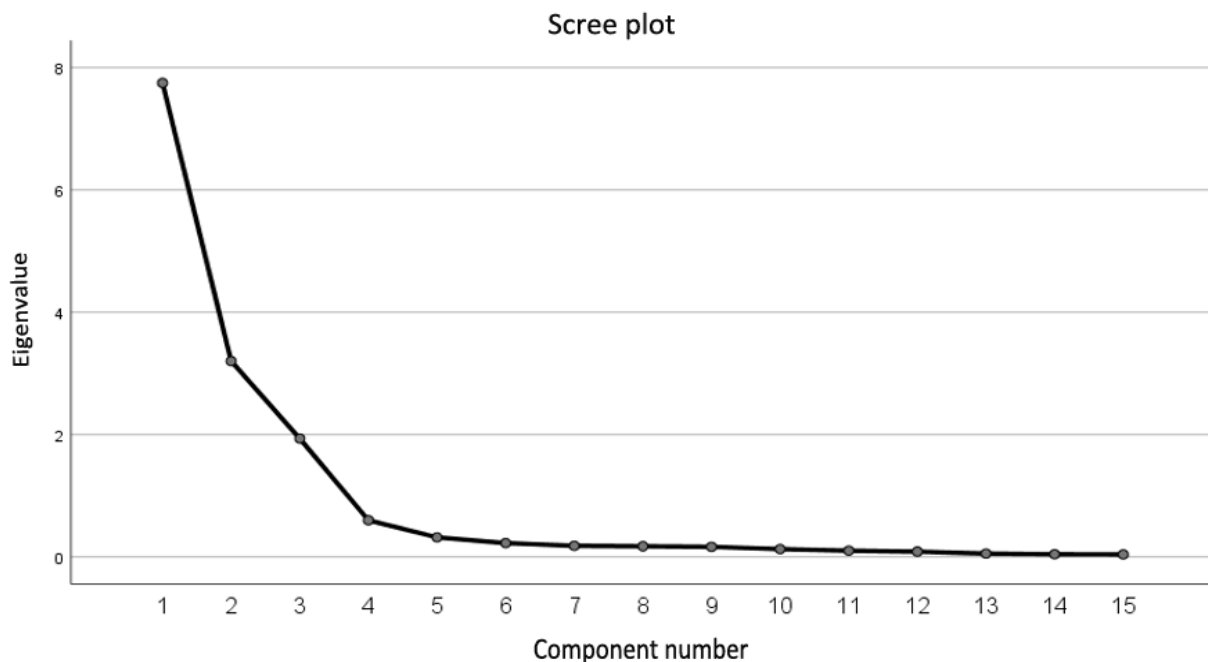


Figure 4. A scree plot of the level of creative behaviour among employees.

Figure 4 shows the eigenvalues of the factors extracted from a questionnaire measuring the level of creative behaviour among employees of the Saudi Ministry of sports.

Table 5 presents the findings of a survey conducted on the level of organizational deviation among employees of the Saudi Ministry of sports. The data illustrates the relative extent of each axis along with the overall percentage for each axis and the questionnaire as a whole. The Generating Ideas (GI) axis ranges from 43.60% to 48.60% with a total percentage of 47.00%. The Promoting Ideas (PI) axis ranges from 45.40% to 54.00% with a total percentage of 50.20%. The Implementation of Ideas (IOI) axis ranges from 52.80% to 58.80% with a total percentage of 56.60%. The overall percentage for the entire questionnaire was 51.20%.

Table 5.
Mean, SD, and (X^2) for the level of creative behavior among employees of the Saudi Ministry of sports (n = 1480).

No.	Item	Mean	SD	X^2	Sig.	Imp. percentage
The first axis: Generating ideas (GI)						
1-	I'm seeking fresh business approaches, strategies, or equipment.	2.43	1.47	529.0	0.001	48.60%
2-	I have the capacity to be innovative in terms of processes and technology.	2.18	1.17	938.5	0.001	43.60%
3-	I develop fresh answers to the practical issues I encounter at work.	2.44	1.23	312.5	0.001	48.80%
4-	Provide fresh ideas for achieving objectives	2.38	1.23	432.5	0.001	47.60%
5-	When given the chance, I use creativity at work.	2.32	1.22	393.7	0.001	46.40%
The average response of the axis		2.35	1.05	1772.9	0.001	47.00%
The second axis: Promoting ideas (PI)						
6-	The administration supports my presentation of creative thoughts.	2.41	1.40	499.2	0.001	48.20%
7-	I urge my coworkers to come up with original ideas.	2.70	1.41	113.5	0.001	54.00%
8-	I generate fresh, useful suggestions for raising performance.	2.65	1.43	191.4	0.001	53.00%
9-	I produce and nurture creative ideas.	2.52	1.37	275.1	0.001	50.40%
10-	I frequently approach challenges in novel ways.	2.27	1.17	528.0	0.001	45.40%
The average response of the axis		2.51	1.24	1133.2	0.001	50.20%
The third axis: Implementation of ideas (IOI)						
11-	I can correctly use and implement creative ideas in the workplace.	2.64	1.38	338.9	0.001	52.80%
12-	I can analyse the magnitude of the benefits of creative ideas.	2.81	1.40	286.3	0.001	56.20%
13-	I can employ contemporary technology tools and techniques to facilitate communication.	2.94	1.36	77.2	0.001	58.80%
14-	I can transfer knowledge so that I can put original ideas into usable applications.	2.89	1.37	137.3	0.001	57.80%
15-	I set realistic timelines for putting new concepts into practice.	2.87	1.38	136.8	0.001	57.40%
The whole of the axis		2.83	1.29	1940.5	0.001	56.60%
The entire questionnaire		2.56	0.96	1836.7	0.001	51.20%
Confident = (0.65)		The pinnacle of culture = (0.69)				

Note: The value of (X^2) is a function at a significance level (0.05) = 5.99

The table presents the results of a study conducted among employees of the Saudi Ministry of sports regarding their level of creative behaviour. The study measured three dimensions of creative behaviour: Generating Ideas (GI), Promoting Ideas (PI) and Implementation of Ideas (IOI). The average response was 2.35 for the generating ideas dimension. In the promoting idea dimension, the average response was 2.51. In the implementation of idea dimension, the average response was 2.83. Overall, the average response for the entire questionnaire was 2.56 indicating a relatively intermediate level of creative behaviour among employees of the Saudi Ministry of sports. The KMO values for the questionnaire's axes (GI, PI and IOI) were 0.882, 0.845 and 0.910 respectively. The full questionnaire's KMO values were 0.873 and the results of Barlett's test of sphericity were significant (P = 0.001).

Table 6.

Correlation coefficients between psychological empowerment and organizational anomie among employees of the Saudi Ministry of sports (n = 1480).

Psychological empowerment		Organizational anomie			
		Organizational non-standard (ONS)	Lack of organizational confidence (LOC)	Organizational sarcasm (OC)	Total
Meaning	Pearson correlation	0.006	0.304**	0.397**	0.352**
	Sig.	0.829	0.001	0.001	0.001
Efficiency	Pearson correlation	0.085**	0.289**	0.450**	0.410**
	Sig.	0.001	0.001	0.001	0.001
Self-determination	Pearson correlation	0.075**	0.276**	0.459**	0.405**
	Sig.	0.004	0.000	0.000	0.000
Impact	Pearson correlation	0.059*	0.253**	0.432**	0.377**
	Sig.	0.024	0.001	0.001	0.001
Total	Pearson correlation	0.057*	0.282**	0.438**	0.389**
	Sig.	0.028	0.001	0.001	0.001

Note: The correlation is significant at the 0.01 level. **
The correlation is significant at the 0.05 level. *

Table 6 presents the association coefficients between organizational anomie and psychological empowerment among employees of the Saudi Ministry of sports . The correlation between organizational anomie and the meaning dimension is very small and positive (Pearson correlation = 0.006) but it is not statistically significant (Sig. = 0.829). There is a moderately positive and statistically significant association between organizational anomie and the efficiency dimension (Pearson correlation = 0.085, Sig. = 0.001). The self-determination dimension also shows a statistically significant positive correlation with organizational anomie (Pearson correlation = 0.075, Sig. = 0.004). Organizational anomie and the impact dimension have a weakly positive correlation (Pearson correlation = 0.059) that is statistically significant (Sig. = 0.024). The overall measure of psychological empowerment has a weak positive correlation with organizational anomie (Pearson correlation = 0.057) and this correlation is statistically significant (Sig. = 0.028). In a nutshell , the findings suggest that there is a positive relationship between psychological empowerment and organizational anomie among employees of the Saudi Ministry of sports . However, the strength of these correlations is relatively weak indicating that other factors may also influence organizational anomie among employees.

Table 7.

Correlation coefficients between psychological empowerment and creative behaviour among employees of the Saudi Ministry of sports (n = 1480).

Psychological empowerment `		Creative behavior			
		GI	PI	IOI	Total
Meaning	Pearson correlation	0.122**	0.113**	0.173**	0.083**
	Sig.	0.001	0.001	0.001	0.001
Efficiency	Pearson correlation	0.041	0.110**	0.208**	0.126**
	Sig.	0.114	0.001	0.001	0.001
Self-determination	Pearson correlation	0.041	0.085**	0.209**	0.116**
	Sig.	0.116	0.001	0.001	0.001
Impact	Pearson correlation	0.078**	0.054*	0.177**	0.075**
	Sig.	0.003	0.036	0.001	0.004
Total	Pearson correlation	0.070**	0.091**	0.193**	0.101**
	Sig.	0.007	0.001	0.001	0.001

Note: Correlation is significant at the 0.01 level. **
Correlation is significant at the 0.05 level. *

The correlations between psychological empowerment and innovative behavior among Saudi Ministry of sports personnel are shown in Table 7. The results show several important connections. First, creative behavior and the meaning dimension have a significant and positive link (r = 0.122, p < 0.001). Furthermore, a significant and positive connection (r = 0.041, p = 0.001) is shown between competence and innovative activity. Similarly, there is a significant and affirmative correlation (r = 0.041, p = 0.001) between self-determination and creative behavior. Additionally, affect shows a strong positive correlation (r = 0.078, p < 0.001) with creative behavior. Furthermore, a noteworthy and affirmative correlation has been observed between the overall psychological empowerment score and creative activity (r = 0.070, p < 0.001). These findings suggest that among Saudi Ministry of sports personnel, psychological empowerment and innovative activity are positively correlated. More specifically, creative conduct is correlated with higher psychological empowerment levels.

5. Discussion

It is evident from [Table 3](#) that the level of psychological empowerment among employees at the Ministry of youth is average. This can be attributed to the neglect of the psychological aspects of workers by those in charge of sports management in Saudi Arabia which in turn can impact their work. This is evident in the employees' lack of a sense of responsibility in their work as well as the mismatch between their inclinations and ambitions and the tasks they are assigned. Additionally, the work tasks do not provide employees with opportunities to showcase their abilities and although they possess the ability to innovate new methods and approaches, they are hesitant to apply them due to fear of failure. Consequently, employees refrain from expressing their opinions on work matters. Similarly, the workers do not have sufficient authority to act in their field of work, lack independence in choosing and determining the appropriate methods for performing their tasks and their superiors fail to give them the freedom to act without constant supervision. Furthermore, the workers are not involved in the formulation of future work strategies and goals. Psychological empowerment plays a crucial role in enhancing the success of organizations by driving employees to initiate and persist in their tasks. It has been discovered that psychological empowerment has a positive impact on employee creativity. The transformational leadership style has been proven to significantly influence employee psychological empowerment, resulting in increased motivation, participation in decision-making and improved performance [63]. Moreover, transformational leadership indirectly affects employees' emotional labor through psychological empowerment influencing both deep and surface behavior [64]. Job crafting which is linked to organizational outcomes is also influenced by psychological empowerment mediating the relationship between individuals' promotion focus and job crafting [65]. Additionally, servant leadership has been found to promote employees' voluntary green behavior with psychological empowerment partially mediating this relationship [66].

Studies on psychological empowerment have consistently demonstrated its positive influence on employee performance [67, 68]. Numerous studies have indicated that enhancing psychological empowerment can lead to improved work performance and job satisfaction among employees [41]. Additionally, trust between leaders and employees has been found to moderate the relationship between organizational management practices and employee performance. A collaborative work environment and perceived trust in leaders contribute to higher levels of psychological empowerment and improved performance [69]. These studies emphasize the significance of psychological empowerment in enhancing employee performance and suggest that factors like leadership, trust and organizational management practices can influence psychological empowerment and subsequently impact employee performance [70]. The study of [Marfua tun and Muafi \[1\]](#) emphasized the importance of psychological empowerment in enhancing the work performance of employees as empowerment leads to the development of capabilities, the diversity of employees' skills and their acquisition of various work experiences which contribute to increasing their creative capabilities.

It is clear from [Table 4](#) that the level of organizational anomie among the employees of the Ministry of youth was medium. This result is due to resorting to breaking some organizational rules to achieve specific goals and the lack of fairness in the performance appraisal system within the ministry. There is also a willingness to circumvent some organizational rules to carry out job tasks by some employees by defrauding some employees of the superiors to gain their trust. This aligns with the findings of [Rafierad, et al. \[52\]](#) study which suggested that economic developments play a significant role in the emergence of anomie within organizations. This leads to a deviation from legal and ethical controls and standards. Similarly, the [Bae and Shin \[53\]](#) study confirmed that various factors such as anomie, social factors, academic achievement, gender, income and job hierarchy affect the level of anomie. The lack of practical application of standards within the ministry and the absence of future plans to enhance work ethics among employees are also concerning. The lack of interest from senior management in promoting cooperation among employees is another issue highlighted by [Luft \[71\]](#). Moreover, some employees experience sarcasm during performance evaluations which can have a negative impact on morale and collaboration. Additionally, [Kundu, et al. \[72\]](#) reported that the work lifestyle of most employees is perceived as poor.

It is evident from [Table 5](#) that the Ministry of youth employees exhibited a relatively high level of creative behavior. This can be attributed to their efforts in seeking out new work methods, techniques and tools to enhance their productivity. Additionally, they demonstrated innovation in processes and technology by evaluating the utilization of creative ideas and leveraging modern technologies for effective communication and knowledge transfer. Several studies have examined the factors that influence the level of creative behavior among employees. One study discovered that involving customers in green programs can stimulate tourism employees to generate and implement innovative green service solutions [73]. Another study found that the relationship between emotions and creativity varies depending on employees' age, with older employees being most creative when experiencing high levels of positive emotions and younger employees being particularly creative when experiencing negative emotions [74].

It is evident from [Tables 6 and 7](#) that there is a positive and direct correlation between psychological empowerment, organizational anomie and creative behavior. This finding can be attributed to the fact that psychological empowerment is a psychological approach that places significant emphasis on the human resource by granting them confidence, independence and discretion in their work [1]. This instills a sense of confidence and responsibility within employees [43], making psychological empowerment a form of positive self-evaluation that fosters psychological safety and work motivation among employees [3].

Psychological empowerment has been shown to have a positive impact on innovative work behavior [75-77]. Research has demonstrated that psychological empowerment which includes factors such as a sense of meaning, competence, impact and self-determination can enhance innovative work behavior [78]. Additionally, psychological empowerment has been consistently shown to have a positive impact on innovative work behavior in various studies. [Hwang, et al. \[79\]](#) confirmed

that coaching leadership has a positive influence on creative performance by fostering psychological empowerment and constructive voice behavior. Priyatama, et al. [80] also found that psychological empowerment significantly influences innovative behavior with the relationship being moderated by a transformational leadership style. Putra, et al. [81] discovered that psychological empowerment and intergenerational learning have a positive effect on the innovative work behavior of lecturers.

Psychological empowerment has a positive correlation with organizational commitment [82, 83]. Studies have demonstrated that psychological empowerment is significantly associated with both continuance commitment and normative commitment which are components of organizational commitment [42]. Additionally, research has indicated that psychological empowerment has a positive and significant impact on perceived organizational performance [84]. Psychological empowerment plays a crucial role in establishing effective relationships between employees and management and breaking organizational and administrative boundaries by influencing employee motivation. It has been found to have a positive impact on various aspects of employee performance and well-being. For example, a study in Turkey revealed that transformational leadership behaviors of managers have a positive effect on psychological empowerment and intrinsic motivation of employees [85]. In addition, research conducted in Malaysia showed that psychological empowerment and job satisfaction are significantly related to employees' organizational commitment in SMEs [86].

This is consistent with a study conducted by Grošelj, et al. [39] which highlighted the role of psychological empowerment as a mediator between original and transformational leadership and innovative work behaviors. Additionally, a study by Marfuatun and Muafi [1] found a positive effect of psychological empowerment on organizational commitment. Psychological empowerment leads to various benefits including enhancing positive feelings among employees, increasing their sense of psychological and professional balance, improving job satisfaction, boosting motivation and commitment to work tasks [12], increasing task and activity completion speed, eliminating administrative routines and fostering openness and trust between employees and customers by incorporating their opinions on service quality [40].

6. Conclusion and Recommendation

The purpose of this study was to examine the relationship between psychological empowerment, organizational anomie, and creative behavior among employees of the Saudi Ministry of sports. A total of 1480 participants were involved in the study and data was collected using two questionnaires and the psychological empowerment scale. The findings of the study indicated that there is a moderate and significant positive correlation between psychological empowerment and organizational non-standard (Pearson correlation = 0.085, Sig. = 0.001). This indicates that as psychological empowerment increases, the perception of non-standard practices within the organization also tends to increase. There is a moderate and significant positive correlation between psychological empowerment and a lack of organizational confidence (Pearson correlation = 0.304, Sig. = 0.001). This suggests that as psychological empowerment increases, employees' perceptions of a lack of confidence within the organization also tend to increase. There is a moderate and significant positive correlation between psychological empowerment and organizational sarcasm (Pearson correlation = 0.397, Sig. = 0.001). This implies that as psychological empowerment increases, employees' perceptions of sarcasm within the organization also tend to increase. Overall, these results indicate that psychological empowerment is not significantly related to organizational anomie as a whole. However, it is positively associated with specific dimensions of organizational anomie, such as organizational non-standards, a lack of organizational confidence and organizational sarcasm. This suggests that psychological empowerment may have an impact on certain aspects of organizational anomie but not on others. There is a weak and significant positive correlation between psychological empowerment and creative behavior. This correlation is observed across all dimensions of creative behavior, including generating ideas (GI), promoting ideas (PI), implementing ideas (IOI), and overall creative behavior (Pearson correlation range: 0.083–0.173, Sig. = 0.001). This suggests that as psychological empowerment increases, employees' tendency to engage in creative behavior also tends to increase. Overall, these results indicate that psychological empowerment is positively associated with creative behavior. The dimensions of creative behavior such as generating ideas, promoting ideas and implementing ideas all show a positive correlation with psychological empowerment. This implies that when employees feel empowered, they are more likely to exhibit creative behavior in terms of generating innovative ideas, promoting those ideas and implementing them effectively. This suggests that there is a positive relationship between psychological empowerment and creative behavior. Other factors may also influence creative behavior in the workplace. In a nutshell, this study emphasizes the importance of psychological empowerment in reducing organizational anomie and fostering creative behavior among employees. By empowering employees, organizations can create a positive climate and environment that motivates and supports creativity and innovation. This, in turn, leads to improved performance and success.

The study recommends the promotion of a culture of psychological empowerment to enhance organizational effectiveness and foster creative behavior among employees. It also suggests the implementation of development and training programs for individuals in sports institutions and departments to reduce organizational disintegration and promote creative behavior. Additionally, the study emphasizes the importance of respecting and considering employee motivations and behaviors to effectively manage organizations and direct them towards empowerment rather than centralization. This will contribute to creating a healthy work environment that is free from conflicts and organizational dissolution. Furthermore, the study suggests conducting future research on psychological empowerment in other institutions to gain a deeper understanding of its impact on employee behavior and performance. A more comprehensive understanding of the relationship between psychological empowerment and organizational outcomes can be achieved by expanding the scope of the study.

References

- [1] M. Marfuatun and M. Muafi, "Perceived organizational support and psychological empowerment on service performance mediated by organizational citizenship behavior Islamic perspective (OCBIP)," *International Journal of Research in Business and Social Science* (2147-4478), vol. 10, no. 1, pp. 15-27, 2021. <https://doi.org/10.20525/ijrbs.v10i1.1020>
- [2] N. Tetik, "The effects of psychological empowerment on job satisfaction and job performance of tourist guides," *International Journal of Academic Research in Business and Social Sciences*, vol. 6, no. 2, pp. 221-239, 2016. <https://doi.org/10.6007/IJARBS/v6-i2/2026>
- [3] J. Sanjeev and S. Raghavan, "Employees' tenure and length of service and performance: A case study on the moderating role of psychological empowerment among supervisors," *International Journal of Business and Management*, vol. 2, no. 2, pp. 01-10, 2018. <https://doi.org/10.26666/rmp.ijbm.2018.2.1>
- [4] K. N. Sukmayanti and K. D. Sintaasih, "The effect of perceived organizational support and psychological empowerment on job performance with organizational citizenship behavior as mediation," *IOSR Journal of Business and Management*, vol. 20, no. 5, pp. 01-08, 2018.
- [5] J. Afram, A. Manresa, and M. Mas Machuca, "The impact of employee empowerment on organisational performance: The mediating role of employee engagement and organisational citizenship behaviour," *Intangible Capital*, vol. 18, no. 1, pp. 96-119, 2022. <https://doi.org/10.3926/ic.1781>
- [6] R. Kosar, "The impact of psychological empowerment on organizational citizenship behavior and knowledge sharing behavior: The mediating role of employee engagement and moderating role of leader-member exchange," *Jinnah Business Review*, vol. 5, no. 2, pp. 1-12, 2017.
- [7] M. Shah, P. Khattak, and M. Shah, "The impact of flexible working hours and psychological empowerment on team performance with the mediating role of work engagement," *British Journal of Research*, vol. 7, no. 1, p. 49, 2020.
- [8] D. Alfiana, "The role of perceived organizational support and psychological empowerment on employee performance through organizational citizenship behavior," *Journal of Management Science*, vol. 8, no. 3, pp. 839-851, 2020. <https://doi.org/10.26740/jim.v8n3.p839-851>
- [9] L. S. Jamian, B. X. Ibadallah, and C. Y. Fook, "A conceptual framework: The influence of school culture types and personality traits on psychological empowerment amongst secondary school teachers in Malaysia," *Asian Journal of University Education*, vol. 15, no. 3, pp. 1-13, 2019.
- [10] E. George and Z. K.A., *Psychological empowerment and job satisfaction in the banking sector*, 1st ed. Springer. <https://doi.org/10.1007/978-3-319-94259-9>, 2018.
- [11] A. Flaherty, A. O'Dwyer, P. Mannix-McNamara, and J. Leahy, "The influence of psychological empowerment on the enhancement of chemistry laboratory demonstrators' perceived teaching self-image and behaviours as graduate teaching assistants," *Chemistry Education Research and Practice*, vol. 18, no. 4, pp. 710-736, 2017. <https://doi.org/10.1039/C7RP00051K>
- [12] S. K. Singh and A. P. Singh, "Interplay of organizational justice, psychological empowerment, organizational citizenship behavior, and job satisfaction in the context of circular economy," *Management Decision*, vol. 57, no. 4, pp. 937-952, 2018. <https://doi.org/10.1108/MD-09-2018-0966>
- [13] L. M. I. Wardani and A. Amaliah, "The role of psychological empowerment as mediator between psychological capital and employee well-being," *Journal of Critical Reviews*, vol. 7, no. 13, pp. 291-296, 2020. <https://doi.org/10.31838/jcr.07.13.49>
- [14] A. J. Sánchez-Medina, J. M. Benítez-del-Rosario, and F. Blázquez-Santana, "Anomia and displacement of responsibility as determinants of tourist company managers' non-involvement in alleviating poverty," *Sustainability*, vol. 9, no. 5, p. 802, 2017. <https://doi.org/10.3390/su9050802>
- [15] B. A. Sypniewska, "Work anomie in an organisation," *International Journal of Contemporary Management*, vol. 16, no. 2, pp. 235-265, 2017.
- [16] A. A. Jahanshahi and A. Dehghani, "Anomie at public organizations: How can the quality of work life help?," *Journal of Public Affairs*, vol. 20, no. 2, p. e1995, 2020. <https://doi.org/10.1002/pa.1995>
- [17] R. MaCiejewska, "Employee anomie in the organization," *Annales Universitatis Mariae Curie-Skłodowska, Sectio I Philosophia-Sociologia*, vol. 41, no. 2, pp. 159-172, 2016.
- [18] S. Kim, K. Jung, G. Noh, and L. K. Kang, "What makes employees cynical in public organizations? Antecedents of organizational cynicism," *Social Behavior and Personality: An International Journal*, vol. 47, no. 6, pp. 1-10, 2019. <https://doi.org/10.2224/sbp.8011>
- [19] C. Lagios, G. Caesens, N. Nguyen, and F. Stinglhamber, "Explaining the negative consequences of organizational dehumanization," *Journal of Personnel Psychology*, vol. 21, no. 2, pp. 86-93, 2021. <https://doi.org/10.1027/1866-5888/a000286>
- [20] T. Akram, S. Lei, M. J. Haider, and S. T. Hussain, "The impact of organizational justice on employee innovative work behavior: Mediating role of knowledge sharing," *Journal of Innovation & Knowledge*, vol. 5, no. 2, pp. 117-129, 2020. <https://doi.org/10.1016/j.jik.2019.10.001>
- [21] S. Kül and B. Sönmez, "The effect of nurse managers' servant leadership on nurses' innovative behaviors and job performances," *Leadership & Organization Development Journal*, vol. 42, no. 8, pp. 1168-1184, 2021. <https://doi.org/10.1108/LODJ-07-2020-0318>
- [22] S. Malik, "Emotional intelligence and innovative work behaviour in knowledge-intensive organizations: How tacit knowledge sharing acts as a mediator?," *VINE Journal of Information and Knowledge Management Systems*, vol. 52, no. 5, pp. 650-669, 2022. <https://doi.org/10.1108/VJKMS-09-2020-0158>
- [23] Y. W. Rhee and J. N. Choi, "Knowledge management behavior and individual creativity: Goal orientations as antecedents and in-group social status as moderating contingency," *Journal of Organizational Behavior*, vol. 38, no. 6, pp. 813-832, 2017. <https://doi.org/10.1002/job.2168>
- [24] V. D. Phung, I. Hawryszkiewicz, and D. Chandran, "How knowledge sharing leads to innovative work behaviour: A moderating role of transformational leadership," *Journal of Systems and Information Technology*, vol. 21, no. 3, pp. 277-303, 2019. <https://doi.org/10.1108/JSIT-11-2018-0148>

- [25] S. Bogilović, M. Černe, and M. Škerlavaj, "Hiding behind a mask? Cultural intelligence, knowledge hiding, and individual and team creativity," *European Journal of Work and Organizational Psychology*, vol. 26, no. 5, pp. 710-723, 2017. <https://doi.org/10.1080/1359432X.2017.1337747>
- [26] J. Tian, Y. Peng, and X. Zhou, "The effects of abusive supervision and motivational preference on employees' innovative behavior," *Sustainability*, vol. 12, no. 20, p. 8510, 2020. <https://doi.org/10.3390/su12208510>
- [27] R. Sukumaran and P. Lanke, "Un-Hiding" Knowledge in organizations: The role of climate for innovation, social exchange and social identification," *Development and Learning in Organizations: An International Journal*, vol. 35, no. 1, pp. 7-19, 2020
- [28] L. Zhang, D. Kim, and S. Ding, "Cultivating organizational performance through the performance measurement systems: Role of psychological empowerment and creativity," *Frontiers in Psychology*, vol. 14, p. 1116617, 2023.
- [29] P. O. Pacheco and D. Coello-Montecel, "Does psychological empowerment mediate the relationship between digital competencies and job performance?," *Computers in Human Behavior*, vol. 140, p. 107575, 2023. <https://doi.org/10.1016/j.chb.2022.107575>
- [30] O. A. Lawrence, P. B. Ugochi, and O. Larry, "Awo work-related need satisfaction and job crafting: Mediation of psychological empowerment in a Nigerian setting," *Journal of Psychology in Africa*, vol. 33, no. 1, pp. 57-62, 2023. <https://doi.org/10.1080/14330237.2023.2175953>
- [31] J. Lee and E. Park, "Causal relationship between psychological empowerment, positive psychological capital, and intrinsic job satisfaction of beauty workers," *Han'gug Miyong Haghoeji*, vol. 28, no. 6, pp. 1186-1195, 2022. <https://doi.org/10.52660/JKSC.2022.28.6.1186>
- [32] F. Mubarak and A. Noor, "Effect of authentic leadership on employee creativity in project-based organizations with the mediating roles of work engagement and psychological empowerment," *Cogent Business & Management*, vol. 5, no. 1, p. 1, 2018. <https://doi.org/10.1080/23311975.2018.1429348>
- [33] A. Mushtaq and H. Mehmood, "Impact of job crafting intervention on psychological empowerment, work engagement, and affective well-being in teachers," *Journal of Professional & Applied Psychology*, vol. 4, no. 2, pp. 98-116, 2023. <https://doi.org/10.52053/jpap.v4i2.138>
- [34] C. H. Schwepker Jr, S. R. Valentine, R. A. Giacalone, and M. Promislo, "Good barrels yield healthy apples: Organizational ethics as a mechanism for mitigating work-related stress and promoting employee well-being," *Journal of Business Ethics*, vol. 174, no. 1, pp. 143-159, 2021.
- [35] J. Bláha, L. Klimsza, A. Lokaj, and L. Nierostek, "Multidimensional analysis of ethical leadership for business development," *European Journal of Sustainable Development*, vol. 10, no. 1, pp. 290-290, 2021. <https://doi.org/10.14207/ejsd.2021.v10n1p290>
- [36] M. Tripathy, "The power of ethics: Rethinking leadership roles at workplaces," *Multidisciplinary Journal for Education, Social and Technological Sciences*, vol. 6, no. 2, pp. 134-146, 2019. <https://doi.org/10.4995/muse.2019.11594>
- [37] M. J. Kabeyi, "Ethical and unethical leadership issues, cases, and dilemmas with case studies," *International Journal of Applied Research*, vol. 4, no. 7, pp. 373-379, 2018. <https://doi.org/10.22271/ALLRESEARCH.2018.V4.I7F.5153>
- [38] A. Grobler, "Supervisory trust to be earned: The role of ethical leadership mediated by person-organisational fit," *African Journal of Employee Relations*, vol. 46, no. 1, pp. 1-28, 2022. <https://doi.org/10.25159/2664-3731/10741>
- [39] M. Grošelj, M. Černe, S. Penger, and B. Grah, "Authentic and transformational leadership and innovative work behaviour: The moderating role of psychological empowerment," *European Journal of Innovation Management*, vol. 24, no. 3, pp. 677-706, 2020. <https://doi.org/10.1108/ejim-10-2019-0294>
- [40] N. W. Wardani and I. G. A. M. Dewi, "Role of organizational citizenship behavior as a mediating variable on the effect of psychological empowerment and competence on employee performance," *European Journal of Business and Management Research*, vol. 7, no. 6, pp. 196-203, 2022. <https://doi.org/10.24018/ejbmr.2022.7.6.1720>
- [41] X. Liu and X. Ren, "Analysis of the mediating role of psychological empowerment between perceived leader trust and employee work performance," *International Journal of Environmental Research and Public Health*, vol. 19, no. 11, p. 6712, 2022. <https://doi.org/10.3390/ijerph19116712>
- [42] G. Caesens, P. Bouchat, and F. Stinglhamber, "Perceived organizational support and psychological empowerment: A multi-sample study," *Journal of Occupational and Environmental Medicine*, vol. 62, no. 7, pp. 526-531, 2020. <https://doi.org/10.1097/JOM.0000000000001889>
- [43] N. Ahmed and B. Malik, "Impact of psychological empowerment on job performance of teachers: Mediating role of psychological well-being," *Review of Economics and Development Studies*, vol. 5, no. 3, pp. 451-460, 2019. <https://doi.org/10.26710/reads.v5i3.693>
- [44] Y.-C. Fang, J.-Y. Chen, M.-J. Wang, and C.-Y. Chen, "The impact of inclusive leadership on employees' innovative behaviors: The mediation of psychological capital," *Frontiers in Psychology*, vol. 10, p. 1803, 2019. <https://doi.org/10.3389/fpsyg.2019.01803>
- [45] T. S. Suifan, A. B. Abdallah, and M. Al Janini, "The impact of transformational leadership on employees' creativity: The mediating role of perceived organizational support," *Management Research Review*, vol. 41, no. 1, pp. 113-132, 2018. <https://doi.org/10.1108/MRR-02-2017-0032>
- [46] B. Javed, I. Abdullah, M. A. Zaffar, A. ul Haque, and U. Rubab, "Inclusive leadership and innovative work behavior: The role of psychological empowerment," *Journal of Management & Organization*, vol. 25, no. 4, pp. 554-571, 2019. <https://doi.org/10.1017/jmo.2018.50>
- [47] Ç. Kaya and Y. Altinkurt, "Role of psychological and structural empowerment in the relationship between teachers' psychological capital and their levels of burnout," *Egitim ve Bilim*, vol. 43, no. 193, pp. 1-17, 2018. <https://doi.org/10.15390/EB.2018.6961>
- [48] W. L. Mangundjaya and M. Mufidah, "The impact of psychological capital and psychological empowerment on employee's affective commitment to change," *Global Journal of Business and Social Science Review*, vol. 6, no. 1, pp. 09-14, 2018.
- [49] S. D. Rantika and A. I. Yustina, "Effects of ethical leadership on employee well-being: The mediating role of psychological empowerment," *Journal of Indonesian Economy and Business*, vol. 32, no. 2, pp. 121-137, 2017. <https://doi.org/10.22146/jieb.22333>
- [50] M. A. Yarim and S. Çelik, "Organizational Anomie: A qualitative research on educational institutions," *Open Journal for Educational Research*, vol. 5, no. 2, pp. 161-176, 2021. <https://doi.org/10.32591/coas.ojer.0502.04161a>

- [51] N. S. Formiga, L. S. Ferreira, and M. A. Souza, "Social anomie and organizational anomie: Verification of a theoretical model among Brazilian workers," *Research, Society and Development*, vol. 9, no. 8, p. e917986583, 2020. <https://doi.org/10.33448/rsd-v9i8.6583>
- [52] S. Rafierad, H. A. Aghajani, G. Agha Ahmadi, and M. Rahmaty, "Construction and validation of dimensions and components of the organizational anomie scale in order to provide a native model in government hospitals," *Journal of System Management*, vol. 8, no. 2, pp. 57-73, 2022. <https://doi.org/10.30495/jsm.2022.1950051.1602>
- [53] C.-Y. Bae and J.-G. Shin, "The effect of the supervisor's transformational leadership on employees' work engagement: Focusing on the mediating effects of psychological contract breach and organizational anomie," *The Journal of The Korea Contents Association*, vol. 16, no. 11, pp. 281-307, 2016. <https://doi.org/10.5392/JKCA.2016.16.11.281>
- [54] P. Ye, L. Liu, and J. Tan, "The influence of organisational justice and ethical leadership on employees' innovation behaviour," *European Journal of Innovation Management*, vol. 26, no. 4, pp. 1129-1149, 2023. <https://doi.org/10.1108/EJIM-08-2021-0421>
- [55] K. Jia, T. Zhu, W. Zhang, S. F. Rasool, A. Asghar, and T. Chin, "The linkage between ethical leadership, well-being, work engagement, and innovative work behavior: The empirical evidence from the higher education sector of China," *International Journal of Environmental Research and Public Health*, vol. 19, no. 9, p. 5414, 2022. <https://doi.org/10.3390/ijerph19095414>
- [56] O. Durrah, K. Allil, M. Gharib, and S. Hannawi, "Organizational pride as an antecedent of employee creativity in the petrochemical industry," *European Journal of Innovation Management*, vol. 24, no. 2, pp. 572-588, 2021. <https://doi.org/10.1108/EJIM-08-2019-0235>
- [57] G. Zhang and Y. Wang, "Organizational identification and employees' innovative behavior: The mediating role of work engagement and the moderating role of creative self-efficacy," *Chinese Management Studies*, vol. 16, no. 5, pp. 1108-1123, 2022. <https://doi.org/10.1108/CMS-07-2021-0294>
- [58] S. C. Kundu, S. Kumar, and K. Lata, "Effects of perceived role clarity on innovative work behavior: A multiple mediation model," *RAUSP Management Journal*, vol. 55, pp. 457-472, 2021. <https://doi.org/10.1108/RAUSP-04-2019-0056>
- [59] A. Zhou, Y. Liu, X. Su, and H. Xu, "Gossip fiercer than a tiger: Effect of workplace negative gossip on targeted employees' innovative behavior," *Social Behavior and Personality: An International Journal*, vol. 47, no. 5, pp. 1-11, 2019. <https://doi.org/10.2224/sbp.5727>
- [60] X.-Y. Liu, H. K. Kwan, and X. Zhang, "Introverts maintain creativity: A resource depletion model of negative workplace gossip," *Asia Pacific Journal of Management*, vol. 37, pp. 325-344, 2020. <https://doi.org/10.1007/s10490-018-9595-7>
- [61] J. Xie, Q. Huang, H. Wang, and M. Shen, "Perish in gossip? Nonlinear effects of perceived negative workplace gossip on job performance," *Personnel Review*, vol. 49, no. 2, pp. 389-405, 2020. <https://doi.org/10.1108/PR-10-2018-0400>
- [62] G. M. Spreitzer, "Psychological empowerment in the workplace: Dimensions, measurement, and validation," *Academy of Management Journal*, vol. 38, no. 5, pp. 1442-1465, 1995. <https://journals.aom.org/doi/abs/10.5465/256865>
- [63] E. V. Adri, D. Setiawan, and C. A. F. Hia, "The role of transformational leadership style in psychological empowerment of employees: Literature review," *Indonesian Journal of Multidisciplinary Science*, vol. 1, no. 10, pp. 1195-1201, 2022. <https://doi.org/10.55324/ijoms.v1i10.187>
- [64] P. Cheng, J. Jiang, and S. Tian, "Influence of transformational leadership on emotional labor of employees: —Mediating role of psychological empowerment," in *Proceedings of the 6th International Conference on Information System and Data Mining, I(1)*, 131-137. <https://doi.org/10.1145/3546157.3546179>, 2022.
- [65] W. Chen, Y. Xiao, Y. Liu, and B. Wang, "The relationship of employees' promotion focus and job crafting: Psychological empowerment as a mediator," *Social Behavior and Personality: An International Journal*, vol. 50, no. 6, pp. 20-29, 2022. <https://doi.org/10.2224/sbp.11467>
- [66] S. Ashraf, S. A. Afridi, and K. Saifullah, "Employees voluntary green behaviour: The role of servant leadership and psychological empowerment," *NUML International Journal of Business & Management*, vol. 17, no. 1, pp. 1-18, 2022. <https://doi.org/10.52015/nijbm.v17i1.93>
- [67] Q. Gao, J. Xu, Q. Wang, and C. Wu, "The use of the analytic hierarchy process in improving psychological empowerment and employee performance," *Journal of Organizational and End User Computing*, vol. 35, no. 3, pp. 1-22, 2023. <http://doi.org/10.4018/JOEUC.321171>
- [68] X. Fan, S. Zhao, X. Zhang, and L. Meng, "Impact of improving employee psychological empowerment and job performance based on deep learning and artificial intelligence," *Journal of Organizational and End User Computing*, vol. 35, no. 3, pp. 1-14, 2023. <http://doi.org/10.4018/JOEUC.321639>
- [69] E. O. Ugwoke *et al.*, "Joint mediation of psychological empowerment and work-life balance between transformational leadership and in-role performance of accounting personnel: 360-degree feedback," *Journal of Management & Organization*, vol. 1, no. 1, pp. 1-20, 2023. <https://doi.org/10.1017/jmo.2023.23>
- [70] S. Siyal *et al.*, "Does inclusive leadership influence task performance of hospitality industry employees? Role of psychological empowerment and trust in leader," *Heliyon*, vol. 9, no. 5, p. e15507, 2023. <https://doi.org/10.1016/j.heliyon.2023.e15507>
- [71] J. Luft, "Cooperation and competition among employees: Experimental evidence on the role of management control systems," *Management Accounting Research*, vol. 31, pp. 75-85, 2016. <https://doi.org/10.1016/j.mar.2016.02.006>
- [72] S. C. Kundu, A. Mor, S. Kumar, and J. Bansal, "Diversity within management levels and organizational performance: Employees' perspective," *Journal of Advances in Management Research*, vol. 17, no. 1, pp. 110-130, 2020. <https://doi.org/10.1108/JAMR-04-2019-0054>
- [73] T. T. Luu, "How customers matter to tourism employees' green creative behavior?," *Journal of Sustainable Tourism*, vol. 32, no. 1, pp. 27-61, 2024. <https://doi.org/10.1080/09669582.2022.2113790>
- [74] J. Volmer, S. Richter, and C. J. Syrek, "Creative at each age: Age-related differences in drivers of workplace creativity from an experience sampling study," *The Journal of Creative Behavior*, vol. 53, no. 4, pp. 531-545, 2019. <https://doi.org/10.1002/jocb.233>
- [75] J. Kim and S. Choi, "The relationship between psychological empowerment and creative behavior: The mediating effect of work engagement and the moderated mediation effect of person-job fit," *The Korean Academic Association of Business Administration*, vol. 35, no. 5, pp. 907-928, 2022. <https://doi.org/10.18032/kaaba.2022.35.5.907>

[76] D. Lie, E. Purba, S. Harini, M. Said, and A. Sudirman, "Managing innovative work behavior: The role of member-leader exchange, organizational climate and psychological empowerment," *KnE Life Sciences*, pp. 243–255, 2022. <https://doi.org/10.18502/kl.v0i0.11805>

[77] M. M. Zaki, A. G. Tager, and A. R. Ibrahim, "Linking psychological empowerment to innovative work behavior in hotels," *International Journal of Tourism and Hospitality Management*, vol. 6, no. 1, pp. 186-205, 2023. <https://doi.org/10.21608/ijthm.2023.300853>

[78] K. A. Anggreni, I. G. Riana, I. B. K. Surya, and I. W. Supartha, "The effect of psychological empowerment on psychological capital and innovative work behavior," *International Journal of Business Management and Economic Review*, vol. 5, no. 4, pp. 11-22, 2022. <https://doi.org/10.35409/ijbmer.2022.3408>

[79] C. Y. Hwang, S.-W. Kang, and S. B. Choi, "Coaching leadership and creative performance: A serial mediation model of psychological empowerment and constructive voice behavior," *Frontiers in Psychology*, vol. 14, p. 1077594, 2023. <https://doi.org/10.3389/fpsyg.2023.1077594>

[80] Y. Priyatama, F. S. Nurdin, and I. Fahmi, "Psychological empowerment on innovative behavior with transformational leadership style as moderator variable," *Indonesian Journal of Islamic Psychology*, vol. 4, no. 2, pp. 58-66, 2022. <https://doi.org/10.18326/ijip.v4i2.34>

[81] Y. S. Putra, L. Suharti, and G. Sasongko, "Developing innovative work behavior: The influence of psychological empowerment and intergenerational learning," *Jurnal Ekonomi Dan Bisnis*, vol. 25, no. 2, pp. 435-452, 2022. <https://doi.org/10.24914/jeb.v25i2.5327>

[82] E. N. Hindarwati, S. Laksmi, I. Dwi, and Masrurroh, "The role of psychological empowerment in increasing organizational commitment," in *Proceedings of the 3rd Asia Pacific International Conference on Industrial Engineering and Operations Management, Johor Bahru, Malaysia, September 13-15, 3380 – 3388*: <https://doi.org/10.46254/ap03.20220553> 2023

[83] L. L. Ling *et al.*, "Psychological empowerment and job satisfaction on organizational commitment among SME employees," *International Journal of Academic Research in Business and Social Sciences*, vol. 13, no. 3, pp. 190-199, 2023. <https://doi.org/10.6007/ijarbss/v13-i3/16452>

[84] H. Roh and J.-S. Kang, "Effects of physical therapists' psychological empowerment on burnout and organizational commitment," *Journal of the Korea Academia Industrial Cooperation Society*, vol. 24, no. 2, pp. 187-195, 2023. <https://doi.org/10.5762/kais.2023.24.2.187>

[85] S. M. Conchie, "Transformational leadership, intrinsic motivation, and trust: A moderated-mediated model of workplace safety," *Journal of Occupational Health Psychology*, vol. 18, no. 2, pp. 198-210, 2013. <https://doi.org/10.1037/a0031805>

[86] L. L. Lee *et al.*, "Psychological empowerment and job satisfaction on organizational commitment among SME employees," *International Journal of Academic Research in Business and Social Sciences*, vol. 13, no. 3, pp. 190-199, 2023. <https://doi.org/10.6007/ijarbss/v13-i3/16452>

Supplementary Materials

Appendix A.

The appendix includes a questionnaire on the level of psychological empowerment among employees.

Table S1.
An applied study on the level of psychological empowerment.

No.	Item	Strongly agree	Agree	Indecisive	Disagree	Strongly disagree
The first axis: Meaning (Importance of work)						
1-	I find meaningful in what I do.					
2-	I find purpose in my work on a personal level.					
3-	I take responsibility for it seriously.					
4-	The work I conduct aligns with my preferences and goals.					
5-	Work tasks give me the chance to demonstrate myself.					
	The average response of the axis					
The second axis: Efficiency						
6-	I am proficient in the skills required for my position.					
7-	I have the requisite and sufficient experience and skill to carry out the work.					
8-	I have confidence in my abilities and capabilities to carry out the work.					
9-	I have the ability to devise novel working methods.					
10-	I have faith in my abilities when I succeed.					
The third axis: Self-determination						
11-	I voice my opinions on issues pertaining to my work.					
12-	I have the authority needed to take action in my line of work.					
13-	I enjoy a high level of autonomy in selecting and implementing the most suitable approaches for my work.					

No.	Item	Strongly agree	Agree	Indecisive	Disagree	Strongly disagree
14-	My superiors grant me the freedom to act independently without constantly seeking their input.					
15-	I have the autonomy to determine my own work schedule, deciding when to commence and conclude my tasks.					
Fourth axis: Impact						
16-	I possess the power to impact the work of my colleagues.					
17-	I am capable of influencing the results and achievements within the administration.					
18-	I hold significant sway over the decisions made within my area of expertise.					
19-	I have the power to shape future perspectives on work.					
20-	I possess the ability to convince others with innovative proposals or ideas for work.					

Appendix B.

The appendix includes a questionnaire about the level of organizational anomie among employees.

Table S1.

An applied study at the level of organizational anomie.

No.	Item	Strongly agree	Agree	Indecisive	Disagree	Strongly disagree
The first axis: Organizational non-standard (ONS)						
17-	Breaking some organizational norms is done to accomplish certain objectives.					
18-	The ministry's system for evaluating employee performance is unfair.					
19-	Generally speaking, "the end justifies the means"					
20-	There is intense pressure to meet organizational objectives using whatever methods necessary.					
21-	When performing job duties, there is a readiness to break some organizational rules.					
22-	Some employees lie to their employers to win their trust.					
The second axis: Lack of organizational confidence (LOC)						
23-	The ministry struggles to really implement the standards.					
24-	There are no plans for the future to encourage workers to practice good work ethics.					
25-	The material aspects are what people are most interested in.					
26-	Administrative corruption is showing signs in the ministry.					
27-	There is no desire to encourage staff to act cooperatively.					
The third axis: Organizational sarcasm (OS)						
28-	Most employees find it challenging to have complete faith in their coworkers.					
29-	The majority of employees do not experience a sense of organizational loyalty.					
30-	The majority of employees don't care about the issues their coworkers are facing at work.					
31-	Some employees are exposed to sarcasm when discussing performance evaluation					
32-	The majority of employees show little interest in their coworkers' accomplishments					

Appendix C.

The appendix includes a questionnaire about the level of creative behavior among employees.

Table S1.

An applied study on the level of creative behavior.

No.	Item	Strongly agree	Agree	Indecisive	Disagree	Strongly disagree
The first axis: Generating ideas (GI)						
16-	I'm seeking for fresh business approaches, strategies, or equipment.					
17-	I have the capacity to be innovative in terms of processes and technology.					
18-	I develop fresh answers to the practical issues I encounter at work.					
19-	Provide fresh ideas for achieving objectives					
20-	When given the chance, I use creativity at work.					
The second axis: Promoting ideas (PI)						
21-	The administration supports my presentation of creative thoughts					
22-	I urge my coworkers to come up with original ideas					
23-	I generate fresh, useful suggestions for raising performance.					
24-	I produce and nurture creative ideas.					
25-	I frequently approach challenges in novel ways.					
The third axis: Implementation of ideas (IOI)						
26-	I can correctly utilise and implement creative ideas in the workplace.					
27-	I can analyse the magnitude of the benefits of creative ideas.					
28-	I can employ contemporary technology tools and techniques to facilitate communication					
29-	I can knowledge transfer so that I may put original ideas into usable applications.					
30-	I set realistic timelines for putting new concepts into practise.					