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Effect of Empowerment Leadership and Organizational Engagement on Organizational Integrity: The Mediator role of Supportive Work Environment

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Abstract: The objective of this study is to determine the impact of empowering leadership and organizational engagement on organizational integrity through the mediating role of the supportive work environment at the State Company for Fertilizer Industry in Basra Governorate, Southern Iraq. This research aims to address the issue of low organizational integrity among employees, which leads to increased turnover rates, job attrition, and poor performance, thereby harming the overall interests of the company. Consequently, it is essential to investigate the primary causes of this issue and propose solutions to mitigate it.

The study was conducted on a random sample of 309 employees, with data collected through a questionnaire developed based on the previous literature related to the research topic. The questionnaire included 57 items designed to examine the relationship between four main variables: empowering leadership, organizational engagement, supportive work environment, and organizational integrity.

The findings of the study revealed that empowering leadership and organizational engagement positively influence the supportive work environment, which in turn strengthens employee trust and encourages their active participation and commitment to work. Furthermore, the study showed that the supportive work environment plays a mediating role in the relationship between empowering leadership and organizational engagement (as independent variables) and organizational integrity (as a dependent variable).

The study recommends strengthening the practice of empowering leadership within the company to increase employee participation and motivation, which will contribute to improving performance and organizational integrity. Additionally, it emphasizes the need to enhance the supportive work environment by fostering open communication between employees and managers, as well as promoting a sense of psychological safety in the workplace.

Keywords: Supportive Work Environment, Empowering Leadership, Organizational Engagement, Organizational Integrity.

تأثير القيادة التمكينية والمشاركة التنظيمية على الاستقامة التنظيمية: الدور الوسيط لبيئة العمل الداعمة

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المستخلص: يهدف البحث إلى تحديد تأثير القيادة التمكينية والمشاركة التنظيمية على الاستقامة التنظيمية من خلال الدور الوسيط لبيئة العمل الداعمة في الشركة العامة لصناعة الأسمدة في محافظة البصرة جنوب العراق. تأتي هذه الدراسة لمعالجة مشكلة انخفاض مستوى استقامة الموظفين في العمل، مما يؤدي إلى زيادة معدلات دوران العمل والتسرب الوظيفي والأداء المنخفض، وبالتالي يلحق ضرراً بالمصلحة العامة للشركة. لذلك، يتطلب الأمر دراسة الأسباب الرئيسية التي تؤدي إلى هذه المشكلة والعمل على إيجاد حلول لها. تمت الدراسة على عينة عشوائية من ٣٠٩ موظف، حيث جُمعت البيانات باستخدام استمارة استبيان تم تطويرها بناءً على الأدبيات السابقة المتعلقة بالبحث. اشتملت الاستبانة على ٥٧ فقرة تهدف لفحص العلاقة بين أربعة متغيرات رئيسية: القيادة التمكينية، المشاركة التنظيمية، بيئة العمل الداعمة، والاستقامة التنظيمية. أظهرت نتائج البحث أن القيادة التمكينية والمشاركة التنظيمية تؤثران بشكل إيجابي على بيئة العمل الداعمة، مما يعزز ثقة الموظفين ويشجعهم على المشاركة والالتزام في العمل. كما تبين أن بيئة العمل الداعمة تلعب دور الواسطة في العلاقة بين القيادة التمكينية والمشاركة التنظيمية (كمغيرين مستقلين) وبين الاستقامة التنظيمية (كمغير معتمد). توصي الدراسة بتعزيز ممارسات القيادة التمكينية داخل الشركة لزيادة المشاركة وتحفيز الموظفين، مما يساهم في تحسين الأداء والاستقامة التنظيمية. كما تُوصي بضرورة تحسين بيئة العمل الداعمة من خلال خلق بيئة تواصل مفتوحة بين الموظفين والمديرين وتعزيز الشعور بالأمان النفسي في العمل.

الكلمات المفتاحية: بيئة العمل الداعمة، القيادة التمكينية، المشاركة التنظيمية، الاستقامة التنظيمية.

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Introduction

Human resources play a crucial role in organizations. Employees' creativity and unique contributions to work implementation and idea generation can lead to satisfactory outcomes for all stakeholders, benefiting the organization and positively impacting the achievement of goals and competitiveness. This, in turn, meets work and client requirements in the best possible way. This drives organizations to retain employees and fulfill their needs to ensure their existence and sustainable growth (Ade et al., 2022).

Enabling leadership is one such variable with a significant impact on many factors. Numerous studies have shown that empowering leaders enhance employee cohesion, effort, and accurate work completion. They also boost employee confidence and performance, addressing integrity levels (Amundsen et al., 2014; Al-Damee & Mohslin, 2020). Empowering leaders also increase motivation and strengthen employee independence and creativity at work (Amundsen & Martinsen, 2015).

To ensure organizational sustainability and continuity in a competitive environment marked by instability, the researcher focused on organizational participation. This is a key factor in organizational survival, growth, and integrity achievement (Rai & Maheshwari, 2020). Organizational integrity refers to the extent to which individuals within the organization adhere to ethical principles and professional standards in their daily conduct. It encompasses maintaining honesty and integrity in decision-making processes and addressing organizational challenges. This concept implies that employees operate in alignment with established ethical and social standards, striving for transparency and credibility in their interactions with colleagues and stakeholders. Furthermore, organizational integrity is cultivated by fostering a work environment that supports ethical values, thereby strengthening mutual trust between employees and management. As a result, it enhances overall organizational performance, bolsters the company's reputation, and reinforces the internal and external relationships that connect the organization to its various stakeholders. (Majeed, A., et al., 2020) While many studies have examined work participation, few have focused

on organizational participation (Saks & Gruman, 2014), justifying the combination of these variables in this study.

The mediating variable, the supportive work environment, has not been extensively studied. Few studies have used this variable as a link between two or more variables, often focusing on the natural work environment (Jabbar et al., 2020; Supriyanto & Ekowati, 2020). Therefore, this study tests this variable with others (see Figure 1), potentially adding new insights differing from previous research. Specifically, this study examines enabling leadership and organizational participation together to provide a clear understanding of organizational integrity among employees. The goal is to develop the sector, maintain integrity, and raise its levels. This will achieve a permanent state of excellence for employees, maintaining their psychological strength, determination, and resilience in the face of work and organizational challenges (Amundsen & Martinsen, 2014; Shekari, 2011). In practice, organizational integrity is a unique strategy that supports all organizational activities equally (Majeed et al., 2020).

The researcher faced several challenges in the study, including the lack of studies focusing on organizational participation and the limited research on supportive work environment as a mediating variable. Additionally, there was a scarcity of studies that combined empowering leadership with organizational participation to understand their joint effects on organizational integrity. Moreover, the researcher encountered difficulties in dealing with the unstable competitive environment in Iraq, particularly in the industrial sector, where significant issues such as low employee retention and poor performance prevailed. These obstacles led the researcher to test the missing variables in previous research and provide new insights to enhance the understanding of organizational integrity.

1st: Research Methodology

1- Research Problem

Low employee retention levels have become a significant problem for many organizations. This situation is undesirable, as decreased employee performance and conflicting goals increase the likelihood of employees leaving, which can greatly affect the organization's future (Gallup, 2024; Othman et al., 2017). Specifically, the General Fertilizer Company in southern Iraq faces challenges related to employee retention, maintaining performance levels, and addressing undesirable work behaviors. These issues stem from employees' lack of integrity in their roles (Al-Hamdani et al., 2021). Additionally, the Iraqi Vacations Law allows employees to take a five-year leave with a nominal salary to work in private companies, often due to high levels of dissatisfaction, leading to high turnover rates. This represents a major concern for organizational leaders (Gray, 2012) and poses a real challenge in retaining employees and preventing talent loss (Kndt et al., 2009). Therefore, it is crucial to investigate the causes and relationships between the four variables explored in this study to find viable solutions (Tekleab et al., 2008; Amundsen & Martinsen, 2014). Despite the challenges faced by Iraq, particularly in the industrial sector (the General Company for Fertilizer Industry), the Iraqi government is committed to developing this sector and improving product quality. Hence, there is a growing need for further research in this field to achieve organizational integrity and ensure industry stability.

Problem Question: How can empowering leadership and organizational engagement enhance organizational integrity and improve employee retention at the State Company for Fertilizer Industry in Southern Iraq, in the context of a non-supportive work environment? Moreover, what role does the supportive work environment play in increasing trust and active participation between employees and management, thus ensuring sustainable performance?

2- Research Importance

A. Analysis of the issues related to employee retention in the work environment, as this research is of particular importance to the company being studied and the Iraqi industrial sector, which faces challenges related to employee retention and their integrity in work.

- B. Analysis of the role of the supportive work environment variable between the independent variables and the dependent variable.
- C. The research aims to understand the relationship between empowering leadership and organizational engagement and provides solutions to help achieve organizational sustainability.

3- Research Objectives

- A. To determine the role of the supportive work environment in the relationship between the independent variables (empowering leadership and organizational engagement) and the dependent variable (organizational integrity), by examining the impact of the work environment and how it achieves employee integrity.
- B. To understand the relationship between empowering leadership and organizational engagement and how they affect organizational integrity.
- C. To provide practical solutions that help improve organizational integrity and achieve sustainable employee performance in a non-supportive work environment.

4- Hypothesis Development

A. Empowering leadership and Supportive Work Environment

Many studies have shown that empowering leadership positively affects innovation, job support, and organizational climate, creating a suitable environment for employee participation and engagement in decision-making (Naqshbandi et al., 2019). Empowering leadership is also positively associated with organizational and social climate variables (Jönsson et al., 2015), stimulates creativity (Slatten et al., 2011), improves employee retention (Rhoades et al., 2001), and enhances performance.

The work environment plays a significant role in determining the leadership style within an organization, which in turn affects performance (Rismayadi, 2022). Studies indicate a positive relationship between the work environment and leadership style, which is crucial for employee performance (Pawirosumarto et al., 2017). Leadership and the work environment have a positive impact on employee work (Anggreni et al., 2018), and a supportive work environment is essential for employee advancement and performance improvement (Kundu & Lata, 2017). Akdeniz & Korkmaz (2023) found that enabling leadership positively affects the supportive work environment, which in turn has a mediating effect on organizational commitment.

Many studies have proven the existence of a relationship between the two variables mentioned above, such as the study by (Hadiyanto & Suryanto, 2023), which aimed to explore the relationship between empowering leadership, the work environment, and employee performance, with a focus on the role of job stress as a mediating variable. Data were collected from 100 employees working in the food industry in Indonesia through a questionnaire survey. The results showed that empowering leadership had no direct effect on employee performance or job stress. It was found that empowering leadership indirectly affects employee performance by improving the work environment and reducing job stress. Similarly, the study by (Akdeniz & Korkmaz, 2023) aimed to explore the relationship between empowering leadership, organizational commitment, and the supportive work environment as a mediating variable in this relationship. Data were collected from 428 teachers working in guidance and research centers in Turkey. The results showed that empowering leadership is a positive and significant indicator of teachers' perception of the supportive work environment and organizational commitment. The study also highlights the importance of empowering leadership in enhancing the supportive work environment, leading to an increase in teachers' organizational commitment.

From the above, the following hypothesis can be proposed:

H1. Empowering Leadership positively affects the Supportive Work Environment.

B. Organizational Engagement and Supportive Work Environment

Many studies have shown the importance of organizational engagement in achieving organizational goals by increasing commitment and performance (Agu, 2015). (Rai & Maheshwari, 2020) indicated that both work participation and organizational engagement play crucial roles in job satisfaction. (Borkowska & Czerw, 2017) found that higher positions in the organizational hierarchy are associated with better understanding and greater participation. (Kundu & Lata, 2017) showed an impact relationship between organizational engagement and the supportive work environment, supporting further studies between these variables. (Halbesleben, 2010) demonstrated partial mediation of organizational engagement in the relationship between a supportive work environment and employee retention, suggesting more mediating variables for the supportive work environment.

Several studies have been conducted to explore the relationship between the two variables, such as the study by (Rasul et al., 2023), which aimed to determine the nature of the relationship between supportive work environment, organizational engagement, and employee performance in Riyadh, Saudi Arabia. Data were collected through questionnaires distributed to employees and analyzed using Structural Equation Modeling (SEM). The results showed that the supportive work environment has a positive impact on employee performance. Furthermore, it was found that organizational engagement plays a clear mediating role in this relationship, indicating that a supportive work environment enhances organizational engagement, which in turn improves employee performance. Similarly, the study by (Toling et al., 2021) aimed to examine the impact of organizational engagement on the relationship between supportive work environment and employee retention. Data were collected from employees of outsourcing companies in the Philippines, and the results indicated that the supportive work environment influences employee retention through organizational engagement. It was also found that organizational engagement plays a role in this relationship, suggesting that the supportive work environment enhances organizational engagement, which in turn improves employee retention.

Since there is no explicit study that considers organizational participation as an independent variable and supportive work environment as a dependent variable, the researcher sought other studies that addressed the topic either partially or in full. One such study is (Harter et al., 2002), which highlights the relationship between job engagement and work environment. The results revealed that work environments with high employee engagement are more positive, contributing to enhanced employee well-being and increased commitment. The study also showed that job engagement is linked to improved performance and a reduction in turnover rates. It further emphasizes that supportive work environments contribute to the overall improvement of organizational performance.

Another study, (Alfes et al., 2013), investigates the effect of job engagement as an independent variable on work environment as a dependent variable. The study suggests that job engagement leads to improved organizational performance through the employee voice. Active engagement in work enhances communication and interaction between employees and management, contributing to a more interactive work environment. The study also found that work environments that promote transparency and open communication with employees lead to increased productivity and overall employee well-being. In this context, job engagement is a key factor in improving the work environment and fostering greater interaction between employees and management.

From the above, the following hypothesis can be proposed: H2: Organizational engagement has a positive effect on supportive work environment.

C. Supportive Work Environment and Organizational Integrity

Integrity has a positive impact on performance levels (Ade et al., 2022), work efficiency (Atik & Üstüner, 2014), and employee discipline and motivation (Anuar, 2017). A supportive work environment leads to job satisfaction, organizational commitment (Rhoades et al., 2001), and improved retention (Prieto & Santana, 2014).

The researcher examined studies that addressed the relationship between the variables, and found a study by (Al-Shammari, 2019) that investigated the role of supportive work environments in promoting organizational integrity in several Iraqi governmental organizations. The study aimed to identify the role of work environments supporting transparency, justice, and respect in enhancing ethical behaviors and promoting organizational integrity. Data for the study were collected through a 30-item questionnaire distributed to 200 employees. The results of the study showed that work environments providing social support and equal participation opportunities significantly contribute to enhancing integrity and organizational accountability, which leads to improved job performance and increased employee satisfaction.

Additionally, (Mayer et al., 2009) studied the impact of supportive work environments on organizational integrity and ethical employee behaviors. The study aimed to evaluate how social support and transparency influence organizational integrity. The study sample consisted of 500 employees from various companies in the United States. A 40-item questionnaire was distributed to them, and the results showed that work environments encouraging transparency and social support significantly contribute to improving employees' ethical behaviors and enhancing organizational integrity.

Furthermore, (Treviño & Brown, 2004) conducted a study examining the relationship between supportive work environments and organizational integrity in companies. The study aimed to determine how work environments that support transparency, equality in treatment, and professional development affect integrity within organizations. The study was conducted in the United States using a 35-question survey directed at 300 employees. The results showed that work environments promoting fairness, equality, and open interaction with employees lead to increased organizational integrity and reduced unethical behaviors within the organization.

Based on the above, the following hypothesis is proposed:

H3: A supportive work environment positively impacts organizational integrity.

D. Mediator Role of Supportive Work Environment

The work environment is a crucial component of an organization, encompassing its structure, controls, conditions, and overall atmosphere (Brown et al., 2005). It includes the physical arrangement of the workplace, the nature of jobs, organizational culture, and the interdependence between employees and employers. A positive work environment is essential for enhancing job satisfaction and organizational success.

Many studies have found that this variable has a positive effect wherever it appears, whether as an independent variable, a mediating variable, or an interactive variable. For example, the study by (Fullarton et al., 2014) found that the dimensions of climate, which constitute a significant part of the supportive work environment, mediate the relationship between agreement and organizational performance. Similarly, the study by (Jabbar et al., 2020) identified a significant positive effect of the work environment on the relationship between transformational leadership and job satisfaction. The study by (Supriyanto & Ekowati, 2020) also examined the impact of the work environment on employee performance through the mediation of employee discipline.

At the same time, organizational integrity requires vigilant and conscious leadership to retain employees. The study by (Anuar, 2017) indicated that the work environment, leadership style, and organizational culture have a significant positive impact on job satisfaction and emphasized the necessity of studying other variables alongside these factors, as highlighted in the study by (Pawirosumarto et al., 2017).

The researcher reviewed a set of studies that considered the supportive work environment as a mediating variable. For example, the study by (Eisenberger et al., 2002) aimed to examine the relationship between perceived organizational support, performance, and organizational loyalty, and to explore whether the supportive work environment acts as a mediating variable in this relationship. The study sample consisted of 192 employees from various organizations in the United States. A questionnaire was distributed to them, and the results showed that perceived

organizational support enhances organizational commitment and job diligence, and that the supportive work environment acts as a mediator in the relationship between organizational support and employees' success in innovation and productivity.

Similarly, the study by (Kuvaas, 2008) explored how developmental human resource management practices influence employee outcomes, with the study of the impact of the supportive work environment as a mediator between these practices and goal achievement. The study included 500 employees from 12 companies in Norway. A 40-item questionnaire was distributed to measure employees' perceptions of developmental human resource practices and the supportive work environment, in addition to measuring internal motivations such as participation and willingness to improve performance. The study showed that the supportive work environment acts as a mediator between human resource practices and personal development for employees, leading to improved job performance and job satisfaction.

Additionally, the study by (Kurtessis et al., 2017) reviewed the literature on the supportive work environment and how it functions as a mediating variable. The review results showed that the supportive work environment contributes to improving job satisfaction and enhances the relationship between organizational support and job commitment, as well as acting as a mediator between external support, such as training and development, and positive performance outcomes.

Based on the above, the researcher formulated the following hypotheses:

H4: The relationship between Empowering Leadership and Organizational Integrity is mediated by Supportive Work Environment.

H5: The relationship between Organizational Engagement and Organizational Integrity is mediated by Supportive Work Environment.

E. Study Model

The conceptual model, as shown in Figure (1), consists of four variables: the first, Empowering Leadership, is an independent variable; the second, Organizational Engagement, is also an independent variable; the third, Supportive Work Environment, is a mediating variable; and the fourth, Organizational Integrity, is the dependent variable. These variables were derived from several studies, as outlined in the study's measurement section.

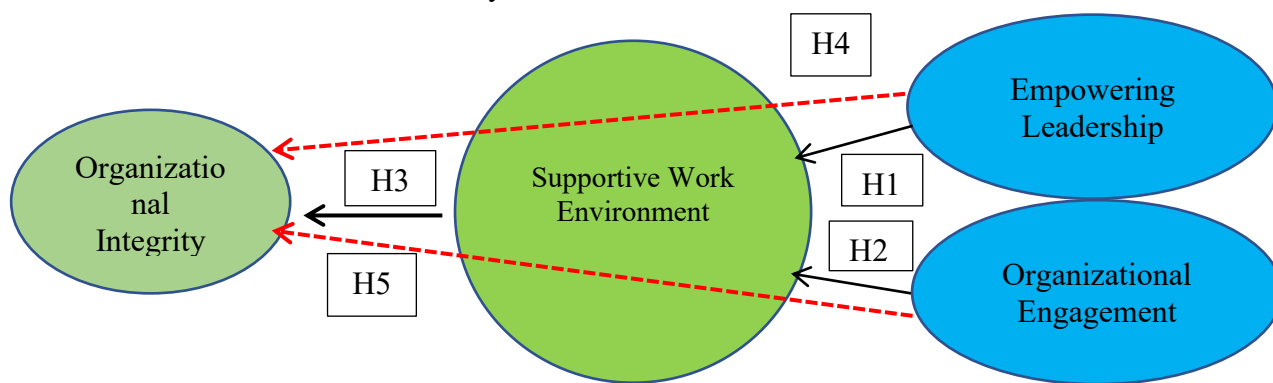


Figure (1): Study Model

F. Measures

Below is an explanation of the sources of the study variables and questionnaire, where the researcher relied on the five-point Likert scale to collect responses from the surveyed sample.

(1) Organizational Engagement: A scale was used consisting of three dimensions: **Emotional Commitment**, **Decision-Making Participation**, and **Psychological Motivation**, with each dimension containing 5 items, totaling 15 items. (Meyer & Allen, 1991; Saks, 2006; Kahn, 1990; Abdullah, 2018)

(2) Supportive Work Environment: This was measured using the scale by (Toling et al., 2021; Kundu & Lata, 2017), which consists of 16 items across four dimensions that have been extensively tested in many studies: perceived climate, supervisory relations, peer and group interaction, and perceived organizational support.

(3) Organizational Integrity: This was measured by five dimensions: "organizational optimism," "organizational forgiveness," "organizational trust," "organizational empathy," and "organizational honesty," with 20 items, as outlined in (Treviño, Weaver & Reynolds, 2006; Valentine & Fleischman, 2002)

(4) Empowering Leadership: The study relied on the scale from (Mukhopadhyay & Jada, 2018; Lorinkova et al., 2016; Al-Damee & Mohslin, 2020), which includes items such as "enhancing the sense of meaningful work," "improving opportunities for participation in decision-making," "providing autonomy," and "trust in high performance." This scale contained 16 items (Mukhopadhyay & Jada, 2018; Lorinkova, Pearsall & Sims, 2016; Al-Damee & Mohslin, 2020)

G. Population and Sample

This study was conducted in the southern governorate of Basra, Iraq, at the State Company for Fertilizers, which employs approximately 2,000 individuals. A random sample of 322 employees was selected, and a questionnaire was distributed to them. The response rate was 309, yielding a response rate of about 96%. The questionnaire was professionally translated into Arabic to ensure clarity and comprehension for all respondents. The questionnaire consisted of 57 items covering the four variables, with answers provided on a five-point Likert scale.

H. Research Limitations

The limitations of the study are represented in several aspects, including:

1. Sample: The study was confined to a specific sample of employees in a particular industrial sector, which does not reflect the full diversity of other industrial sectors. Therefore, the results may not be generalizable to all sectors.

2. Cultural and Organizational Context: The study was conducted within a specific cultural and organizational context, which limits the ability to generalize the results to other contexts that may differ in their culture and structure.

3. Time and Location: The study was conducted from the second half of 2024 to the end of February 2025, at the General Fertilizer Company in Southern Iraq, Basra Governorate, making it difficult to generalize the results to other time periods or locations.

4. Variables: The study focused on a limited number of variables such as enabling leadership, organizational engagement, supportive work environment, and organizational integrity.

2nd: theoretical

1- Empowering Leadership

Empowering leadership is a leadership style that builds trust with employees by delegating authority and providing them with independence to manage their goals (Zhang & Bartol, 2010). This style involves sharing power with employees, defining their roles, and giving them autonomy in decision-making and freedom of action. Empowering leadership is based on building a trusting relationship with employees and involving them in decision-making while providing guidance and support (Amundsen & Martinsen, 2015; Sonal et al., 2019).

Empowering leadership enhances employee performance by delegating authority and involving them in decisions (Hardiansyah et al., 2022). Ahearne et al. (2005) confirmed that empowering leadership strengthens employee independence and confidence in their performance. Pada & Wahyudin (2023) emphasized the positive aspects of empowering leadership, such as psychological empowerment and building high confidence among employees, which positively impacts performance and goal achievement.

Leaders who adopt an empowering leadership style are sometimes called super leaders because they motivate their subordinates and enable them to participate fully in achieving organizational goals through power sharing (Manz & Sims, 2001; Vecchio et al., 2010; Shah, 2022). Empowering leadership has been defined as behaviors that share power between leaders and employees, support and motivate them, and generate higher performance levels to achieve goals and implement strategies (Amundsen & Martinsen, 2014; Vecchio, 2010; Hardiansyah et al., 2022).

The study is based on four dimensions of Empowering Leadership:

A. Enhancing the Sense of Meaning in Work: This dimension refers to the leader's ability to inspire employees to feel that their work has value and meaning. The leader enhances this feeling by directing employees toward goals that benefit the organization and society as a whole. The leader also supports and encourages employees to connect with the organization's mission and goals, which motivates them to work better and feel inspired. (Mukhopadhyay & Jada, 2018)

B. Improving Opportunities for Decision-Making Participation: This dimension refers to involving employees in the decision-making process related to the organization and its operations. In this context, the leader provides employees with the opportunity to contribute to setting strategic goals and formulating important policies or processes, thereby enhancing their sense of responsibility and engagement. (Lorinkova et al., 2016)

C. Providing Autonomy: This dimension refers to how much employees are empowered to make decisions independently in their work without direct supervision from the leader. The leader enhances autonomy by granting employees the freedom and flexibility to manage their tasks and how to achieve their goals. (Al-Damee & Mohslin, 2020)

D. Trust in High Performance: This dimension involves the leader enhancing employees' confidence in their ability to perform at a high level. When the leader has trust in the employee's ability to deliver excellent performance, they encourage them to put in their best effort and achieve outstanding results. The empowering leader must have a strong belief in the employees' potential and demonstrate this belief through continuous support and encouragement. (Mukhopadhyay & Jada, 2018)

2- Organizational Engagement

Modern organizations need employees who are active, diligent, creative, loyal, and committed to working with the organization. Employees should have an entrepreneurial spirit, a sense of responsibility, and the ability to develop themselves (Bakker, 2010; Bakker & Leiter, 2010). Organizational engagement, proposed by scientists, distinguishes an organization from others by fostering a unified perception and culture among employees. It involves investing in each employee's role to achieve organizational goals through emotional, intellectual, and social interaction (Hofmann & Morgeson, 1999).

Organizational engagement, also referred to as an "engaged employee," refers to individuals who are fully involved and enthusiastic about their work, acting in ways that promote the organization's interests (Bakker & Schaufeli, 2008; Agu, 2015). It is the desire to be an active member of a specific organization, showing behavior based on organizational values and aligning with the organization's strategy, mission, and vision (Saks, 2006; Rai & Maheshwari, 2020). Employees feel positive about their work, recognize its importance, and see it as a valuable contribution to their future success (Seligman, 2011; Macey, 2008). Employee engagement is influenced by various factors, including positive feelings about the direction of work, good physical health, interest in the job, and collaboration with co-workers (Bakker, 2009). These factors drive the employees' enthusiasm to perform their best, which ultimately benefits the organization.

The Dimensions of Organizational Engagement:

A. Emotional Commitment: This dimension refers to the emotional connection that employees feel towards the organization. Employees with emotional commitment feel like an integral part of the organization's goals and vision, and they contribute effectively to its success. A leader's ability

to build a culture of belonging and respect enhances positive interactions and boosts emotional commitment. (Meyer & Allen, 1991)

B. Decision-Making Participation: This dimension involves employees' participation in the decision-making process within the organization. When employees are given the opportunity to contribute to decisions related to organizational policies or strategies, it enhances their sense of responsibility and belonging. This, in turn, contributes to improved organizational performance and increased engagement. (Saks, 2006)

C. Psychological Motivation: This dimension refers to the psychological motivation that employees feel in their work. Employees are motivated when they perceive their work as meaningful and recognize their contribution to the success of the organization. Employees with psychological motivation work hard to achieve organizational goals and experience a greater sense of accomplishment in their work. (Kahn, 1990)

3- Supportive Work Environment

The work environment is where employees perform their activities (Pawirosumarto et al., 2017). It encompasses the physical space, planning, noise, tools, relationships, co-workers, and interactions between employees and their superiors (Sihaloho & Siregar, 2019; Sitinjak, 2018; Tyssen, 2005). Additionally, it includes the surrounding factors that affect employees during their work, such as the physical, social, psychological, and cultural environment, office atmosphere, leadership style, and work resources (Saks, 2006). All these elements provide a sense of security and enable employees to work optimally, influencing their emotions. If employees enjoy their work environment, they will be more engaged in their tasks and invest their time to work effectively (Rismayadi, 2022).

This means that the work environment can have both positive and negative effects on work outcomes. A positive environment will enhance work performance and continuity, while a negative environment can hinder progress (Pawirosumarto et al., 2017; Rogg et al., 2001). A supportive organizational climate is positively related to employee satisfaction and increases their commitment to completing work as required (Newman et al., 2011; Juhdi et al., 2013). Building a supportive work environment is crucial for investing employee efforts, increasing satisfaction and commitment, attracting and retaining good employees, and fostering supportive relationships with colleagues to meet continuous workplace challenges (Ma Prieto & Pérez-Santana, 2014).

A supportive work environment refers to peer relationships within an organization based on trust, appreciation, encouragement, and problem-solving (Demir, 2014). Organizations must provide a positive and supportive learning work environment that continuously supports and encourages employees (Kyndt et al., 2009; Richman et al., 2008). A better work environment leads to higher commitment, continuous organizational integrity, job satisfaction, increased employee interaction, and participation in organizational affairs (Toling et al., 2021). A supportive environment also promotes ethical work behaviors, making employees more creative and effective in their work (Ma Prieto & Pérez-Santana, 2014).

The researcher adopted the following dimensions:

A. Perceived Climate: This dimension refers to the general perception of the employee regarding the environment in which they work. It includes factors that influence their psychological and physical well-being within the organization. Employees who feel that the environment within the organization supports them tend to be more productive and creative. (Toling et al., 2021)

B. Supervisory Relationships: This dimension relates to the relationships between employees and their supervisors. It includes the level of support, guidance, and mutual respect between the employee and supervisor. Good supervisory relationships enhance the employee's trust, contributing to increased commitment and performance. (Kundu & Lata, 2017)

C. Peer and Group Interaction: This dimension focuses on social relationships within the work environment. It includes daily interactions with colleagues, team collaboration, and participation in

groups. Positive peer interaction enhances employees' sense of belonging and contributes to improved morale, leading to higher performance and productivity. (Toling et al., 2021)

D. Perceived Organizational Support: This dimension refers to the belief the employee has regarding the extent to which the organization cares for and supports them. When employees feel supported by the organization, either through recognition of their efforts or the provision of necessary resources, their commitment to the organization increases, and they show higher performance. (Kundu & Lata, 2017)

4- Organizational Integrity

Organizational integrity is a modern concept that motivates employees and establishes ethical rules to achieve organizational goals. It emphasizes innovation, reduces turnover, improves quality, and creates organizational prosperity (Barclay et al., 2012; Brown et al., 2005). Integrity requires employees to adhere to technical and ethical standards, follow objective principles, and make ethical decisions (Ade et al., 2022; Anuar, 2017).

Integrity is important for leading and guiding individuals through safety, trust, high achievement, strong reputation, and hard work (Ho et al., 2023). Organizational integrity affects individual well-being outside the workplace and extends to society (Majeed et al., 2020). The researcher adopted the following dimensions:

A. Organizational Optimism: This dimension refers to the positive outlook within the organization, where employees expect positive outcomes even in the face of challenges. Organizational optimism helps motivate individuals to overcome obstacles and achieve success despite difficulties, thereby enhancing team performance and the sustainable growth of the organization. (Cameron, K. S., 2004)

B. Organizational Forgiveness: Organizational forgiveness relates to the organization's ability to forgive mistakes that may occur between employees or between employees and management. This ability to forgive helps to enhance relationships among individuals and strengthen a healthy work environment, leading to reduced tension and conflicts and increased productivity. (Welch, M., 2006)

C. Organizational Trust: This dimension refers to the degree of trust between employees and their management, which enhances job commitment and stimulates performance. When there is trust between employees and management, it becomes easier to make and implement organizational decisions effectively. Trust creates a conducive work environment for growth and creativity. (Tschannen-Moran, M., & Hoy, W. K., 2000)

D. Organizational Compassion: This dimension concerns how the organization and its leadership care for the well-being of employees and contribute to improving the work environment. It includes providing emotional support to employees during tough times and strengthening positive relationships between them and their coworkers. (Lilius, J. M., et al., 2011)

E. Organizational Integrity: This dimension refers to adherence to ethical principles and behavioral standards within the organization. When the organization acts with honesty and upholds equality and justice, it enhances employee trust and commitment to work. Integrity increases the credibility of the organization and helps create a healthy work environment. (Palanski & Yammarino, 2007)

3rd: Data Analysis

1- Confirmatory Factor Analysis

This study used Structural Equation Modeling (SEM) to assess the model fit and test the adequacy of the data for the measurement and structural models by comparing models based on multiple fit indices and then selecting the best model, as shown in Table 1. This was done using AMOS V.23, relying on the following indices:

A. Root Mean Square Error of Approximation (RMSEA) and Standardized Root Mean Square Residual (SRMR), both of which should be less than 0.08 (Arbuckle, 2006).

B. Comparative Fit Index (CFI); Incremental Fit Index (IFI); and Normed Fit Index (NFI), where the values of CFI, IFI, and NFI should be equal to or greater than 0.90 (Bentler & Bonett, 1980; Hair et al., 2009).

C. The ratio between Chi-Square (χ^2) and degrees of freedom (df) (χ^2/df), which should be less than 2.5 (Arbuckle, 2006).

Table (1): Assessing the Model's Fit

Models	RMSEA	SRMR	CFI	IFI	NFI	df
M1	0.18	0.20	0.65	0.66	0.67	3.25
M2	0.12	0.13	0.81	0.82	0.80	2.75
M3	0.05	0.06	0.93	0.94	0.92	1.60

Source: Amos V.23 Program Outputs

(1) **M1:** Values represent only direct effects without regard to indirect effects. The overall fit of the model is poor, as shown by a high RMSEA (0.18) and low CFI (0.65).

(2) **M2:** This model takes into account the influence of two key underlying factors (e.g., Empowering Leadership [EM] and Organizational Engagement [OE]), and the overall fit improves compared to the first model.

(3) **M3:** This is the most compatible model, as it includes both direct and indirect effects (e.g., the impact of EM and OE on Organizational Integrity [OI] via Supportive Work Environment [SWE]). This is reflected in a decrease in RMSEA (0.05) and a significant improvement in IFI (0.94) and CFI (0.93), making it the best model.

2- Descriptive Statistics

From the second table, we note that all Cronbach's Alpha coefficients are greater than 0.70 for all variables. This indicates the reliability of the scales and their acceptance in social and behavioral studies. In other words, all variables are reliable and ready for data analysis. Additionally, all relationships between variables are positive and acceptable. The averages and standard deviations indicate a noticeable difference in the evaluation of organizational integrity compared to other variables, which requires further analysis to understand the factors influencing this evaluation.

Table (2): Descriptive statistics, correlations and reliabilities

4	3	2	1	SD	Mean	Variables
			(0.842)	7320	2.98	1- Empowering Leadership
		(772)	485	7670	3.34	2- Organizational Engagement
	0.713	217	221	.5640	3.30	3- Supportive Work Environment
(812)	0.414	247	358	6780	2.90	4. Organizational Integrity

Notes: N = 285; Alpha reliabilities appear in parentheses; **p < 0.01

3- Testing Hypotheses

Since the study model is a mediation model consisting of two independent variables and one mediating variable, we used the Amos program (V. 23) to test the hypotheses. We also employed the bootstrapping tool to assess the significance of indirect effects, given its robustness and widespread use in research involving models similar to the current one. As shown in Table 3:

Table (3): Testing Hypotheses

Label	p value	C.R.	S.E.	Estimate	Path
Direct Effect					
Acceptable hypothesis. Positive and significant effect.	0.008	2.85	0.12	0.732	SWE
Acceptable hypothesis. Positive and significant effect.	0.015	2.50	0.10	0.485	OE
Acceptable hypothesis. Positive and significant effect.	0.022	2.31	0.18	0.358	Oi!

Acceptable hypothesis. Positive and significant effect.	0.001	3.60	0.14	0.414	OE
Acceptable hypothesis. Positive and significant effect.	0.007	2.75	0.11	.564	SWE
Indirect Effect by Work Engagement					
Acceptable hypothesis. Positive and significant effect.	0.010	2.61	0.13	.413	EM → OI (via SWE)
Acceptable hypothesis. Positive and significant effect.	0.004	2.92	0.10	0.273	OE → OI (via SWE)
Total Effect					
Acceptable hypothesis. Positive and significant effect.	0.012	2.70	0.15	.771	Oi!
Acceptable hypothesis. Positive and significant effect.	0.002	3.48	0.12	0.687	OE

Notes: EL (Empowering Leadership); OE (Organizational Engagement); SWE(Supportive Work Environment); OI (Organizational Integrity); * * *p < 0.001

All the hypotheses presented in the above table are acceptable in terms of the value of (P-value), which was less than (0.05), as well as the value of (C.R). Thus, we find that (EM) and (OE) have a direct and positive impact on (SWE) and (OI), and (SWE) has a clear intermediary role, enhancing the indirect impact of (EM) and (OE) on (OI). Finally, the total impact of (EM) and (OE) on (OI) was positive and supports the hypotheses.

4th: Discussion

In this research, we highlighted the variable of the supportive work environment and attempted to determine the impact of enabling leadership and organizational engagement on organizational integrity through the supportive work environment as an intermediate variable. By interpreting the results of the studied sample, this research can help maintain a reasonable turnover rate for employees, which has become a major problem experienced by many organizations, especially the General Fertilizer Company in southern Iraq. This issue is compounded by low performance levels and other undesirable work behaviors, which form the framework of the study problem. The low levels of integrity among employees in their jobs may lead to leaving the organization or working in multiple government organizations, particularly due to better offers from private organizations or dissatisfaction, which in turn raises the issue of work turnover. This is a major concern for organizational leaders (Gray, 2012). This topic may require major solutions such as re-engineering and downsizing if the problem is left unaddressed (Agu, 2015). This motivated the researcher to study the topic with multiple variables to identify the causes and discover the relationships between the variables to solve the problem.

The study concluded that there is a significant impact between enabling leadership and a supportive work environment, indicating that there is a match between the behaviors of leaders oriented towards the work environment. Enabling leadership improves the work environment, builds confidence and communication between employees, increases the sense of support, and enhances innovation and participation (Lorinkova et al., 2013; Zhang & Bartol, 2010). A correlation and impact relationship was also discovered between organizational engagement and the work environment, as in the studies of (Saks, 2006; Kahn, 1990), as well as an impact relationship between a supportive work environment and organizational integrity. This is supported by the study of (Trevino et al., 1998), which concluded that a supportive work environment encourages employees to adhere to ethical rules and consolidates their culture of integrity, as well as the study of (Valentine et al., 2002), which concluded that an environment that supports employees and provides them with the necessary resources promotes the adoption of ethical practices and organizational integrity.

Going forward, it should be noted that a supportive work environment fully mediates the relationship between empowering leadership, organizational engagement, and organizational integrity. Additionally, all direct relationships between the study variables were good.

5th: Gaps and Future Research Directions

This study faced several constraints, including being limited to a specific sample of employees and a specific industrial sector that does not represent all industrial sectors. The study was also conducted within a specific cultural and organizational context, which hinders the generalizability of the results to other sectors. There may also be other factors or variables that can address organizational integrity and raise its levels. Therefore, future studies should address these constraints and rely on various data sources to enhance the credibility of the results. In contrast, the current study sought to achieve organizational integrity through interaction between employees in the industrial sector, specifically the General Fertilizer Company in the South of Iraq, Basra Governorate, which was characterized by a cross-sectional nature. This suggests the need to conduct a longitudinal study to obtain more reliable results that support the current findings. Although the motivation behind conducting this study in the government industry sector was due to the company's inability to maintain the integrity of employees and keep them at work as a result of significant changes within the work or the lack of absolute loyalty to the organization to which they belong, it is possible to conduct a comparative study in the same sector and between government companies that provide the same products, such as the General Company for the Manufacture of Northern Fertilizers.

6th: Conclusion

The results of the current study indicate that organizational integrity is achieved only through the adoption of appropriate and good behaviors by leaders to create a state of interaction that motivates employees to participate in various aspects of work and to create a supportive, encouraging, and polarizing environment for innovations and new ideas. This can only be achieved through the management of the company and its managers by creating a positive organizational image in the minds of employees that urges them to be honest and committed to the organization.

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استبيان الدارسة			
المتغير	البعد	ت	الفقرات
تعزيز الشعور بمعنى العمل		1	اشعر بأن العمل الذي انجزه يشكل تأثير كبير على تحقيق أهداف الشركة.
		2	يشجع مديرين الشركة موظفيهم على فهم كيف يساهمون في تحقيق النجاح العام.
		3	يتابع ويطور مديرين الشركة التواصل بين الموظفين حول أهداف العمل وأهمية أدائهم.
		4	أرى ان عملي يرتبط ارتباطاً وثيقاً بمستقبل الشركة.
تعزيز فرص صنع القرار		5	يتيح مديرين الشركة لموظفيهم فرصة المشاركة في اتخاذ القرارات المهمة.
		6	يشجع مديرين الشركة موظفيهم على تقديم آرائهم ومقترحاتهم بشأن القرارات التي تؤثر على عملهم.
		7	اشعر بأنه لدي القدرة على التأثير في القرارات التي تتعلق بمهامه اليومية.
		8	يدعم مديرين الشركة بيئة العمل من خلال التعاون والمشاركة بين الفرق في صنع القرارات.
توفير الاستقلالية		9	يمنح مديرين الشركة موظفيهم مساحة كبيرة للعمل بشكل مستقل واتخاذ قراراتهم.
		10	يدعم مديرين الشركة ثقة الموظف في قدراته من خلال توفير استقلالية في العمل.
		11	يشجع مديرين الشركة موظفيهم على الابتكار واتخاذ المبادرة دون الحاجة إلى إذن دائم.
		12	يُنظر مديرين الشركة إلى استقلالية الموظف كعنصر أساسي في تطوير مهاراتهم وأدائهم.
الثقة في الأداء العالي		13	يظهر المديرين ثقة كبيرة في قدرات الموظفين لتحقيق الأداء العالي.
		14	تؤمن ادارة الشركة بأن الموظف قادر على تقديم أفضل أداء ممكن دون إشراف مستمر.
		15	يشجع مديرين الشركة موظفيهم على مواجهة التحديات بثقة وأداء متميز.
		16	أقدم أداء استثنائي نتيجة للثقة الممنوحة لي من قبل ادارة الشركة.
المشاركة التنظيمية	الالتزام العاطفي	17	دائماً ما أشعر بأنني جزء مهم واساسي في الشركة.
		18	أنا ملتزم بشكل عاطفي تجاه العمل في هذه الشركة.
		19	أنا فخور بالانتماء إلى هذه الشركة.
		20	عندما أواجه تحديات في العمل، أجد نفسي ملتزماً بالمضي قدماً لتحقيق أهداف الشركة.
		21	أرى نفسي جزءاً من مستقبل الشركة وأهدافها الطويلة الأمد.

22	أشارك بنشاط في اتخاذ القرارات المتعلقة بعملتي اليومي.	المشاركة في اتخاذ القرار
23	يُسمح لي بتقديم أفكاري واقتراحاتي حول كيفية تحسين العمليات في الشركة.	
24	إدارة الشركة تشجعني على المشاركة في مناقشات القرارات الهامة.	
25	أنا واثق من أن آرائتي تؤخذ بعين الاعتبار عند اتخاذ القرارات في الشركة.	
26	يتم منحني الفرصة للمشاركة في تحديد الأهداف الرئيسية للشركة.	
27	أشعر بالحماس تجاه المهام التي أؤديها في العمل.	الدافع النفسي
28	أجد نفسي مندفع اتجاه العمل و بجد لتحقيق أهداف الشركة.	
29	أستمتع بالعمل في الشركة وأشعر أنني في أفضل حالاتي أثناء أداء مهامتي.	
30	أشعر بأن عملي له قيمة ويؤثر إيجابياً في الشركة.	
31	يثيرني التحدي في العمل، وأشعر بالحافز للتغلب على العقبات.	
32	أشعر أن بيئة العمل في هذه الشركة داعمة وإيجابية.	المناخ المتصور
33	الجو العام في مكان العمل يعزز الإبداع والإنتاجية.	
34	أشعر بالراحة في البيئة الطبيعية للعمل داخل الشركة.	
35	يتميز مكان العمل ثقافة التعاون والاحترام المتبادل.	
36	دائماً ما يوفر لي مديري الدعم اللازم لأداء عملي بفعالية.	
37	أشعر بأنني محترم من قبل مديري وأن مساهماتي محل تقدير.	العلاقات الإشرافية
38	يسمح لي مديري بالمنقشة وتقديم الافكار دون مخاوف.	
39	هناك تواصل وفهم واضح بيني وبين مديري.	
40	لدي علاقات إيجابية مع زملائي ومديري في العمل.	
41	هناك شعور قوي بالعمل الجماعي داخل الشركة.	
42	أشعر أنني أستطيع التعاون بفعالية مع زملائي لتحقيق الأهداف المشتركة.	التفاعل مع الأقران والمجموعة
43	يتم تشجيعي على مشاركة أفكاري والمشاركة في المناقشات الجماعية.	
44	أشعر أن الشركة تدعمني في تطويري المهني ونموي.	
45	توفر الشركة الموارد الكافية لمساعدتي على النجاح في دوري.	
46	أعتقد أن الشركة تعترف بجهودتي وتكافئ العمل الجاد.	
47	الشركة ملتزمة بضمان رفاهية الموظفين وتحقيق التوازن بين العمل والحياة.	الدعم التنظيمي المتصور
48	أعتقد أن الشركة ستتغلب على أي تحديات قد تواجهها في المستقبل.	
49	حتى في المواقف الصعبة، أظل متفائلاً بشأن قدرة الشركة على النجاح.	
50	أشعر بالتحفيز للمساهمة في نجاح الشركة، حتى عند مواجهة العقبات.	
51	إدارة الشركة تزرع بداخلنا الشعور بالأمل بشأن نجاح الشركة في المستقبل.	
52	تسمح الشركة للموظفين بارتكاب الأخطاء والتعلم منها دون حكم عليهم.	المغفرة التنظيمية
53	أعتقد أنه عندما يرتكب الموظفون أي خطأ، توفر الشركة لهم الفرص لتصحيحها.	
54	توفر الشركة بيئة عمل يتم فيها رؤية الأخطاء كفرص للتعلم بدلاً من الفشل.	
55	أشعر بالراحة في ارتكاب الأخطاء لأن الشركة تشجع النمو والتعلم.	
56	أثق في مديريين الشركة للعمل في مصلحة الموظفين.	
57	أعتقد أن الشركة شفافة في قراراتها وتواصلها.	الثقة التنظيمية
58	أثق في زملائي في العمل أن يتصرفوا بأمانة ونزاهة في جميع المواقف.	
59	توفر الشركة بيئة من الثقة والانفتاح بين جميع الموظفين.	
60	تظهر الشركة اهتماماً برفاهية الموظفين خلال الأوقات الصعبة أو المجهدة.	
61	أشعر بالدعم العاطفي من الشركة خلال المواقف الصعبة.	
62	الإدارة في الشركة تُظهر تعاطفاً وتستمع إلى احتياجات الموظفين.	التعاطف التنظيمي
63	هناك ثقافة من الدعم المتبادل والتفاهم داخل الشركة.	
64	تعمل الشركة باستمرار وفقاً للمعايير الأخلاقية في جميع تعاملاتها.	
65	أعتقد أن الشركة تتخذ قراراتها بناءً على العدالة والمساواة.	
66	تعامل الشركة جميع الموظفين بشكل متساو بغض النظر عن موقعهم أو خلفياتهم.	
67	أثق في أن الشركة ستفعل دائماً ما هو صواب بدون أي رقابة عليها.	بيئة العمل الداعمة

الاستقامة التنظيمية
