Research Article

Employee empowerment and Work engagement: The Contingent Role of Trust in Management

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Abstract: This study addressed the effect of employee empowerment dimensions (meaning, competence, self-determination, and impact) on work engagement of the telecommunication sector employees in the Kingdom of Bahrain. Additionally, this research was aimed to assess the moderation of trust in management on the relationship of employee empowerment dimensions with work engagement. Structural equation modelling results from the sample of 349 final respondents using Smart PLS3 outlined a significant positive effect of meaning, competence, self-determination, and trust in management on work engagement. In comparison, the dimension of impact failed to pose any significant impact on work engagement. Besides, the current study also assessed the moderation of trust in management on the relationship between employee empowerment dimensions and work engagement. Trust in management strengthened the relationship of self-determination, impact, and work engagement, while trust in management did not strengthen the relationship between meaning, competence, and work engagement. The current study forwards notable implications for theory and practice, followed by the scope for future research.

Keywords: *Bahrain; Employee Empowerment; Trust in Management; Work Engagement*

1. Introduction

Worldwide, firms are spending millions to encourage workers for better performance to produce more promising end results for businesses (Lugo, 2016). It is noticeable that the proper allocation of operative resources is the only possibility for business success, and it has been noted from the earlier studies of business and management that it is considered as the key to prospering. Especially, human resources are very important for the service sector and employees with appropriate behaviors are needed to help organizations gain a competitive edge. (Burgess & Mario, 2017). In the same way, competition has strengthened in the business sector (Rupert & Smith, 2016). Thus, the firms recognize the notable role of human capital. On the other hand, in the existing work developing situation, companies must understand that there is a requirement to follow uncommon prospects to achieve targeted outcomes (Liu & Zhou, 2018).

Research has shown that challenging economic situations like the current ones require employees who are immersed and dedicated to giving the best at work regardless of any potential benefit (Ojo et al., 2021). Organizations today need employees who are full of energy and professional dedication to boost individual and organizational performance. Overall, there is a need for workers in the international arena with connectivity, spark, and vigor to make businesses achieve their goals.

Especially in the current developments targeting job-related psychology has started due to its influence on employees` well-being and optimal functioning. The above psychological state is usually referred to as work engagement (Iwanaga, Imamura, & Shimazu, 2018). Lisbona, Palaci, and Salanova (2018) claimed that work engagement relies upon the conditions which facilitate a worker to strive with high energy, motivation, and involvement. Earlier researches pointed out that it is the work that would engage the efficacious, resilient, and highly energetic (Cesário & Chambel, 2017). They enjoy their job while the work becomes pleasurable for the employees. Companies have observed that engaged individuals achieve more than other people (Vecina et al., 2012).

Usually, the engaged workers perform better than the disengaged workers by positively impacting and taking consumer ratings 10 percent higher, with 22 percent higher profitability and 21% higher productivity (Ahmed et al., 2017). Results from the research forward alarming results whole indicating towards Gallup Incorporation engagement survey reporting 87% of the workers are being disengaged globally at work. Thus, only 13% of employees appear to be engaged. The Gallup incorporation survey was carried across 1.4 million workers from 142 countries internationally (Bhargava, 2019). According to their report, the Asian region has 90 percent disengaged workers and only 10% engaged. Furthermore, in the South Asian region, the service sector has an average of 87 percent disengaged employees.

Similarly, there has been a key problem of disengaged employees in the service sector employees in the Kingdom of Bahrain, as stated in the scholarly work by AlZgool et al. (2020). The study has stated that work engagement is one of the critical factors to be maintained during the current pandemic situations of Covid-19, and not much is seen done in this regard. Additionally, employees engagement is a major factor of every business in the current era, putting more effort to have a dedicated workforce on the job (Ahmed et al., 2016 a,b). This survey also highlighted that the US economy faces $450-$550 billion of loss every year because of the workers' disengagement (Bhargava, 2019). This survey report outlined the global problems of critical business performance because of the disengaged employees at the workplace. Accordingly, another survey reported by Mitambo and Ndemo (2016) of 106 countries highlighted that 87% of companies face employee disengagement. In the same way, according to the Harvard Business Review in the edition of April 2015, it was reported that the level of engaged workers is 10% (Zenger & Folkman, 2015). However, the problem of engagement towards work faced by the international business market needs serious consideration.

There could be numerous key reasons for the low rate of engagement levels. For Example, there could be no serious measurements by the companies regarding the work engagement problem; however, there could be no attention on the variables that help attain engagement among workers.. Similarly, this might be due to the absence of psychiatrist affiliation and intellectual consideration towards the variables, which helped enhance the performance and behaviors of the workers towards job engagement (Ahmed et al., 2016a).

Covid-19 has shaken the world (Darwish et al., 2020), every organization is facing critical challenges in business operations (Narula, 2020). Notably, such a situation creates a hurdle for service-based businesses such as the telecommunications industry to maintain employees commitment and engagement. According to Derue, Nahrgang, Wellman, and Humphrey (2011), individuals need more attachment during such critical times, especially during a pandemic situation of Covid-19. Sadly, little is known about employee work engagement in the telecommunication sector of the Kingdom of Bahrain.

Due to the crucial contribution of the telecommunication sector, it remained functional throughout the pandemic; thus, indicating several challenges likely faced by employees that may affect their psychological well-being at work. Henceforth, an important gap lies in understanding how work engagement could be addressed in this sector. Interestingly, some recent studies have suggested that empowering employees is much needed during critical times like the covid-19 pandemic to enable them to give better results (Arnout, 2020; Bhatti et al., 2021). Research has indicated that empowering employees can help them make the most of their capabilities with commitment and immersion, thus predicting work engagement (Abdulrab et al.,

2017; Laschinger & Finegan, 2005). However, to what length it is still relevant is a mystery, particularly during the ongoing pandemic. Therefore, the current research aimed to assess the role of employee empowerment dimensions with work engagement. Moreover, this research has investigated the interaction effect of trust in management to outline whether it could boost the direct association between employee empowerment and engagement. The research holds to two research questions; RQ1: To what extent do employee empowerment dimensions influence work engagement? RQ2: To what extent does the trust in management strengthen the relationship between employee empowerment dimensions (meaning, competence, self-determination, and impact) and work engagement of the telecommunication sector of the Kingdom of Bahrain?

2. Literature Review

2.1. Work Engagement

Kahn (1990) proposed the term work engagement and conceptualized as 'the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performance' (Kahn, 1990). Employee work engagement is significant for overall engagement and work connectivity. As per Schaufeli et al. (2002), 'work engagement is a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption. According to Chen and Kao (2012), work engagement brings motivation and emotions in employees. Work engagement focuses on commitment, dedication, and higher involvement (Demirtas, 2015). This is why engaged employees express vigor and eagerness towards their work and organization (Brandebo, Nilsson, & Larsson, 2016).

2.2. Employee Empowerment and work Engagement

According to Peterson and Zimmerman (2004) and Perkins and Zimmerman (1995), multifaceted employee empowerment can be explained from different organizational, societal, and individual perspectives. Based on the individual level, empowerment is the helping tool to help in achieving goals (Perkins & Zimmerman 1995; Maton & Salem 1995). At a broader level, empowered employees have the freedom to take responsibility in making decisions, having control and responsibility for their jobs, and responsibility for end performance (Greasley et al., 2008; Melhem, 2004). According to Mathews et al. (2003), empowered employees have access to the required information in the structured kind of environment. Likewise, employees at service have control over their jobs due to empowerment and having business awareness and accountability (Bowen & Lawler 1995). Lashley (1999) stated that empowered employees are more engaged and have good relations with the clients.

As literature narrates, empowerment leads to commitment, motivation, engagement, and connectivity with the organization (Albrecht & Andreetta, 2011). Employee empowerment allows fostering a sense of competence in employees (Ashcraft & Kedrowicz, 2002; Spreitzer et al., 1997; Conger & Kanungo, 1988). Empowered employees are committed and self-motivated; they put more effort into their job and deliver remarkable performance (Ke & Zhang 2010; Thomas & Velthouse 1990). Such indications have been underlined by Li et al. (2016) in their research where empowered leaders expressed a sense of prospering at work and having a kind of supportive behavior for organizational change. Based on the scholarly work by Baird and Wang (2010) and Haas (2010), empowerment reduces gaps between subordinates and managers and creates a better communication relationship through engaging employees to involve in decision making.

In prior studies, employee empowerment has remained a focal point, associated with satisfaction (Kong. Sun, & Yan, 2016) or performance (Baird, Su, & Munir 2018). Karatepe (2015) utilized a uni-dimensional measure of empowerment as one part of a three-dimensional construct of high-performance

work practices while limiting the model exploration solely to impacts on affective organizational commitment and job performance, not turnover intentions. Meng and Han (2014) richly explored empowerment's multidimensional impacts on commitment and turnover. This research proposes that each dimension of empowerment will have a positive and significant impact on work engagement. Empowerment through meaning develops from an alignment of ideals and standards between an employee and their work (Thomas, & Velthouse, 1990). Competence stems from an employee believing they possess the skills and abilities to succeed (Gist 1987).

Self-determination assesses the level workers believe they can influence tasks and activities needing completion (Deci, Connel, & Ryan, 1989). Impact highlights the level an employee perceived their actions could influence outcomes (Ashforth, 1989). Flexibility, trust, involvement, and the authority to satisfy customers align with an empowered work environment (Ford & Fottler, 1995). Prior work has revealed positive associations between psychological empowerment and employee well-being, productivity, and performance (Geralis & Terziovski, 2003); job satisfaction (Alagarsamy et al., 2020; Fernandez & Moldogaziev, 2015). Empowered workers have also been found to produce higher levels of service quality (Corsun & Enz 1999). Similarly, employees having empowerment show engagement with their tasks. According to Laschinger and Finegan (2005) and Laschinger, Wilk, Cho, and Greco (2009), a positive association between structural empowerment and work engagement can be found across different work sectors. Boamah and Laschinger (2015) have also forwarded similar results, thus confirming the potential association between them. Based on the stated significance of empowerment and various work conditions for fostering work engagement; this study has hypothesized:

H1: *Dimension of* employee *empowerment (meaning) has significant effects on work engagement.*
H2: *Dimension of employee* empowerment *(competence) has significant effects on work engagement.*
H3: Dimension *of employee empowerment (self-determination) has significant effects on work engagement.*
H4: *Dimension of employee empowerment (impact) has significant effects on work engagement.*

2.3. Direct and Moderating Effect of Trust in Management

We asserted the relationship of trust with work engagement on the theoretical grounds of social exchange theory (Blau, 1964). If employees show trust in the organization where they are working, they will commit more than those who have less trust. According to Ugwu et al. (2014), employee engagement is a refund of employer trustworthiness. Trust and employee engagement have a strong connection; employee with negative trust levels will negatively impact their engagement level with the organization and vice versa (Marais & Hofmeyr, 2013). Besides this, literature shows the positive association of organizational trust with work engagement (Ugwu et al., 2014), likewise based on the study by Wat and Shaffer (2005), when employees trust their employer, the employees show positive behavior in the form of work engagement.

H5: *Trust in management has significant effects on work engagement*

Alternatively, trust also works as a moderator (Innocenti et al., 2010; Jarvenpaa, Shaw & Staples 2004). In moderation, trust creates conditions in which some outcomes like high performance and cooperation occur, and it is trust that affects how one party perceives the other party's behavior (Dirks & Ferrin 2001). Only a few studies have shown moderating effect of trust, such as Dirks and Ferrin (2001); Robinson (1996), who stated that psychological contract breaches were moderated by trust. Besides this, the relationship between manager rationale and perceived legitimacy was moderated by the trust in management (Rousseau & Tijoriwala 1999). Recently, scholarly work by Nair and Salleh (2015) underlined the relationship between performance management practices and work engagement, followed by the moderation of trust. With a higher level of trust, employees' perceived resources can help them engage with work (Chughtai & Buckley 2008). Therefore we expect the same results that work engagement/employee engagement will be enhanced when there is high trust in management. So this

research has proposed trust in management as a moderator on the relationship between employee empowerment dimensions and work engagement. Hypothesize relations were:

H6: *Trust in* management *strengthen the relationship between meaning and work engagement.*

H7: *Trust in* management *strengthen the relationship between competence and work engagement.*

H8: *Trust in* management *strengthen the relationship between self-determination and work engagement.*

H9: *Trust in* management *strengthen the relationship between impact and work engagement.*
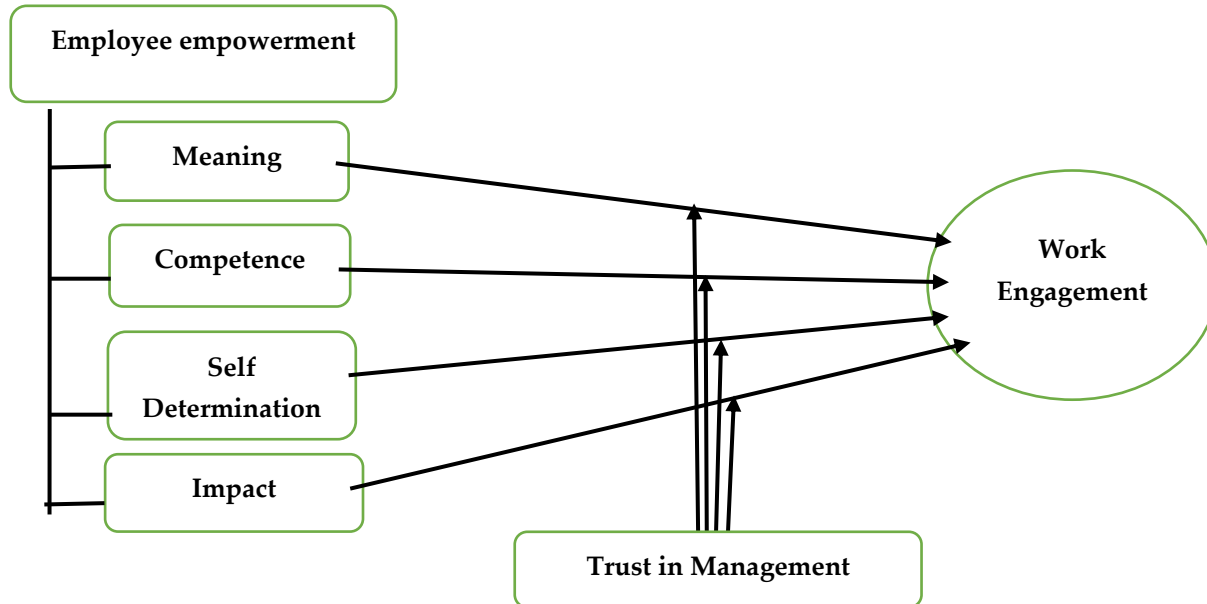

Figure 1. Framework

3. Methodology

3.1. Respondents and Sampling Technique

Quantitative approach was applied to conduct this study among telecommunication sector employees in the Kingdom of Bahrain. Three major companies operate in Bahrain in this sector and were all targeted to obtain the sample for the study. The sample comprised sales and customer support employees working in the retail outlets of the three telecommunication companies. For this, the survey method was used with a questionnaire as the instrument of the present study. Based on the proportionate stratified random sampling method, a total of 480 questionnaires were distributed among the employees of these companies. Towards the end, 405 questionnaires were received back, outlining the response rate of 84%. After initial screening, 349 were found usable, showing a valid response rate of 72.7%.

3.2. Research Tool

For initial data screening, SPSS25 was used to assess missing values, outliers, normality, multicollinearity, and reliability. After data screening, Smart PLS3 was used to assess the measurement model through PLS Algorithm, and the structural model assessment was done through bootstrapping. Smart PLS is gaining popularity with accelerated use by scholars from across the globe (e.g., Laaleh & Ahmed, 2021; Ahmed et al., 2021).

3.3. Measurements

The questionnaire comprised of four sections. The first section catered to demographic questions followed by a section on employee empowerment measured through adapting a 12-item, multidimensional scale from Spreitzer (1995), which focuses on employee thoughts towards meaning, competence, self-determination, and their impact on their work. In the third section, trust in management was measured by adapting the 6-item scale by Mayer and Davis (1999) about employees' perceptions towards trust in management. Finally, in the fourth section, employee work engagement was tested through (UWES) scale by Schaufeli et al. (2002). This scale has been actively used in scholarly studies on work engagement and has been validated across different geographical areas (e.g., Ahmed et al., 2016; Shimazu et al., 2008).

4. Findings

4.1. Assessment of Measurement Model

The study deployed the two-stage (Anderson & Gerbing, 1988) structural equation modelling approach using Smart PLS3. First, we examined the individual item reliability, convergent, and discriminant validity of the constructs (Hair, Hult, Ringle, & Sarstedt 2016). For individual item reliability, we assessed factor loadings, maintaining the recommended cut-off of 0.50 (Hair et al., 2016). For the determination of convergent validity, the most commonly used measures are composite reliability, factor loadings, and average variance extracted (AVE) (Hair, Matthews, Matthews, & Sarstedt, 2017) through maintaining the threshold of 0.50 (Chin, 1998). Accordingly, we checked composite reliability scores with the recommended threshold of 0.70 (Hair et al., 2017; Singh & Prasad, 2018). All the individual item loadings, composite reliability (CR), and AVE scores are mentioned in Table 1 where, the CR scores ranged between 0.799 to 0.975, which is greater than the recommended threshold of 0.70 and AVE between 0.556 and 0.929, higher than the 0.50 cut-off.

Table 1. Loading, Composite Reliability, Average Variance Extract

Construct	Loading	CR	AVE
Competence		0.975	0.929
C1	0.943		
C2	0.978		
C3	0.97		
Impact		0.863	0.687
I1	0.99		
I2	0.863		
I3	0.579		
Meaning		0.966	0.905
M1	0.964		
M2	0.958		
M3	0.932		
Self-Determination		0.954	0.874
SD1	0.938		
SD2	0.959		
SD3	0.907		
Trust in Management*		0.799	0.556
TiM1	0.515		
TiM5	0.920		
Work Engagement		0.949	0.598
WE1	0.922		
WE10	0.745		
WE11	0.848		
WE12	0.647		
WE13	0.858		
WE2	0.853		

WE3	0.735
WE4	0.876
WE5	0.893
WE6	0.775
WE7	0.702
WE8	0.728
WE9	0.754

*Four items (TiM2, TiM3, TiM4, and TiM6) were deleted due to lower loading
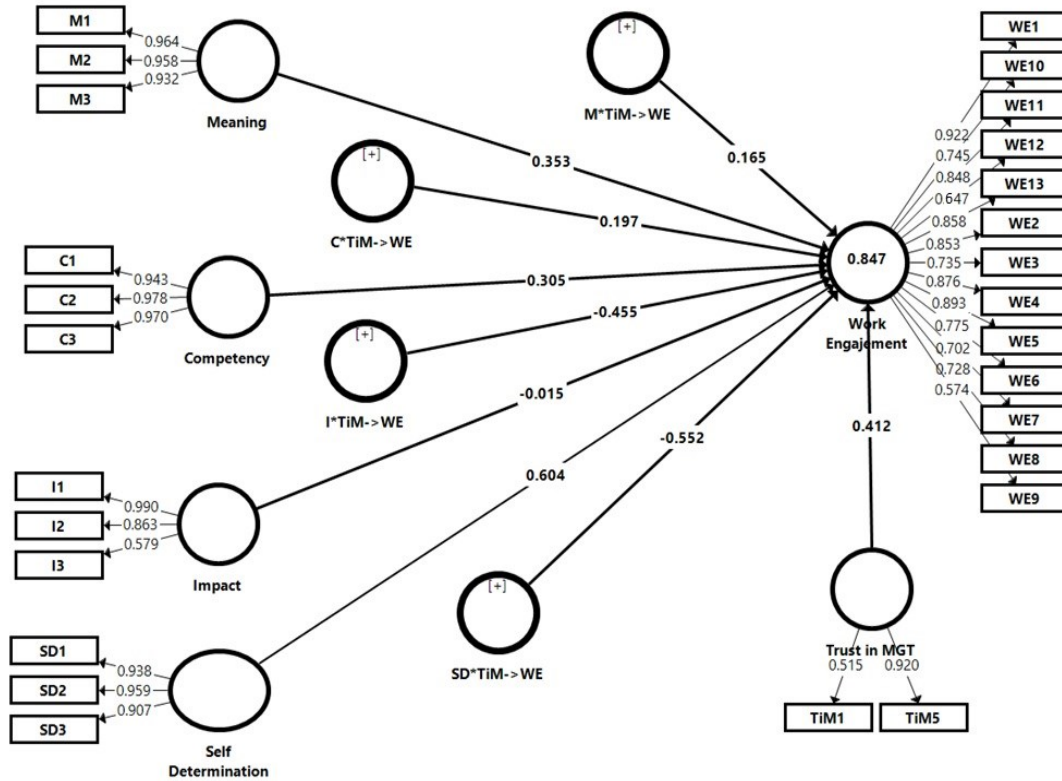

Figure 2. Measurement Model

Further to this, current research also checked the discriminant validity. For measuring discriminant validity HTMT values are highly recommended (Henseler, Ringle, & Sarstedt 2015). HTMT is a better criterion for measuring discriminant validity (Henseler, Ringle, & Sarstedt 2015). Recommended values regarding HTMT are HTMT$_{0.85}$ (Kline, 2011; Clark, & Watson, 1995). Furthermore, Teo, Srivastava, and Jiang (2008); Gold, Malhotra, and Segars (2001) recommended HTMT$_{0.90}$. This means that if HTMT values lie below HTMT$_{0.85}$ of HTMT$_{0.90}$ shows the establishment of adequate discriminant validity. For measuring discriminant validity, current research used the SmartPLS algorithm. All HTMT values in the current research were below the recommended range of HTMT.90 (Teo et al., 2008; Gold, Malhotra & Segars 2001). HTMT values are presented in table 2.

Table 2. Discriminant Validity (HTMT criteria)

	Competence	Impact	Meaning	Self-Determination	Trust	Work engagement
Competence	----					
Impact	0.794	---				
Meaning	0.869	0.761	----			
Self-Determination	0.787	0.598	0.881	------		
Trust	0.819	0.719	0.645	0.745	---	
Work engagement	0.694	0.343	0.741	0.836	0.89	---

4.2. Assessment of Structural Model

After confirming the measurement model, we measure the structural model (SM) in the second stage. Therein, we calculated t-values and path coefficients to test the proposed hypothesis. The bootstrapping procedure was applied (Hair, Ringle, & Sarstedt, 2011) with 5000 subsamples.

In PLS-SEM, the coefficient of determination is the most appropriate term for estimating the structural model represented by R-square (Hair et al., 2016; Henseler et al., 2016; Ramayah et al., 2018). The value of the R-square (endogenous construct) indicates the model strength. R-square specifies the amount of change by exogenous variable to endogenous variable. According to the available literature, the adequate value of R-square must be equal or greater than 0.10 (Ong & Puteh, 2017). It can evaluate the R-square values for endogenous variables to check the strength of the model and assess the effect of exogenous construct on the endogenous construct. It can be calculated as an increase in the value of Square in one variable concerning other variables (Hair et al., 2017). According to the study of Hair et al. (2017), if the values of f square are 0.02, 0.15, and 0.35, indicate as small, medium, and large effect. As for as concern to current study results regarding R^2 and f^2 results are depicted in table 3A and 3B

Table 3A. *R Square*

Variable	R-Square	Adjusted R-Square
Work Engagement	0.641	0.628

Table 3B. *f^2 values*

	Work Engagement	effect level
C*TiM➔WE	0.011	Weak
Competence	0.025	Weak
I*TiM➔WE	0.204	Medium
Impact	0	Weak
M*TiM➔WE	0.01	Weak
Meaning	0.052	Weak
SD*TiM➔WE	0.593	Large
Self-Determination	0.147	Weak
T*TiM➔WE	0.089	Weak

Besides this, the proposed hypotheses were also tested through bootstrapping approach, results of which are presented in table 4 and figure 3.
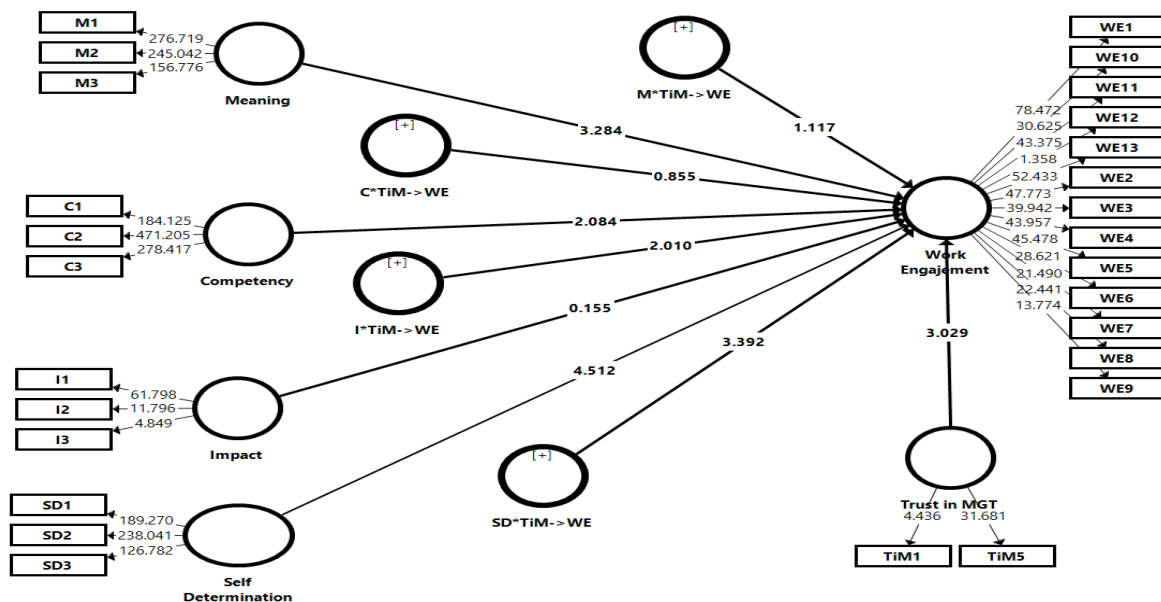

Figure 3. Structural Model**.**

Table 4. Structural Model Results

Statement	beta	Mean	STDEV	t value	p value	Decision
H1:M→WE	0.353	0.36	0.108	3.25	0.001	Accepted
H2:C→WE	0.305	0.325	0.144	2.117	0.034	Accepted
H3:SD→WE	0.604	0.612	0.134	4.501	0.0	Accepted
H4:I→WE	-0.015	-0.016	0.097	1.52	0.88	Rejected
H5:TiM→WE	0.412	-0.43	0.15	2.743	0.006	Accepted
H6:M*TiM->WE	0.165	0.178	0.151	1.096	0.273	Rejected
H7: C*TiM->WE	0.197	0.227	0.232	0.848	0.396	Rejected
H8:SD*TiM->WE	0.552	-0.554	0.165	3.351	0.001	Accepted
H9: I*TiM->WE	-0.415	-0.483	0.228	1.993	0.046	Accepted

Hypothesis H1 *Dimension of employee empowerment (meaning) has significant effects on work engagement.* Current study found significant results for this proposed relationship (β=0.353, t value= 3.25 p-value = 0.001). The finding is also supported by literature (Thomas, & Velthouse, 1990), suggesting that empowerment from meaningful standardized work practices is followed, and ideal standards are also practiced, which boosts their immersion, dedication, and well-being. Accordingly, the seocn dimension of employee empowerment (competence) also found a significant relationship with work engagement results (β= 0.305, t value = 2.117, p-value = 0.034).

Based on competence, employees believe that they possess the required skills and can work well (Gist 1987) and show their engagement with work. Similarly, self-determination in H3 was proposed to impact employee work engagement significantly, and the current study found promising results (β= 0.604, t value = 4.501, p-value = 0.000). The finding is in line with prior evidence suggesting that through self-determination, employees feel the power to influence others, and different tasks as well (Deci, Connel, & Ryan, 1989), thus fostering work engagement. In contrast, the *impact dimension of work engagement concluded with an* insignificant result (β= -0.015, t value = 1.52, p-value = 0.88), hence rejecting the hypothesis. Lastly, for H5, the current research proposed Trust in management to significantly affect work engagement, and the results expressed the same (β= 0.412, t value = 2.743, p-value = 0.006).

4.2.1 Moderating Effect

This section talks about findings on moderating effect of trust in management on the relationship between employee empowerment dimensions (meaning, competence, self-determination, and impact) and work engagement among the telecom sector employees in the Kingdom of Bahrain. Regarding the moderating effect, the current research hypothesized four relations H6; H7; H8; and H9. Results of current study showed H6 (β= 0.165, t value = 1.096, p-value = 0.273) and H7 (β= 0.197, t value = 0.848, p-value = 0.396) failed to give any promising results. The results show that trust in management did not strengthen the relationship between meaning, competence, and work engagement. Besides this, results of H8 (β= 0.552, t value = 3.351, p-value = 0.001) and H9 (β= -0.415, t value = 1.993, p-value = 0.046). Results in H8 show a significant positive effect of trust in management on the relationship between self-determination and work engagement; hence, trust in management helped employees capitalize on their self-determination to boost work engagement. While in H9, the current study found a significant result but with a negative beta. During direct relationship in H3 effect of impact on work engagement was negative insignificant (H3: β= -0.015, t value = 1.52, p-value = 0.88), during direct relationship beta in H3 was β= -0.015 and in H9 beta was β= -0.415. The beta becomes more negative; hence, the current study has strengthened the relationship between impact and work engagement in terms of negative beta. Furthermore, the graphical presentation of moderation is depicted in figure 4.
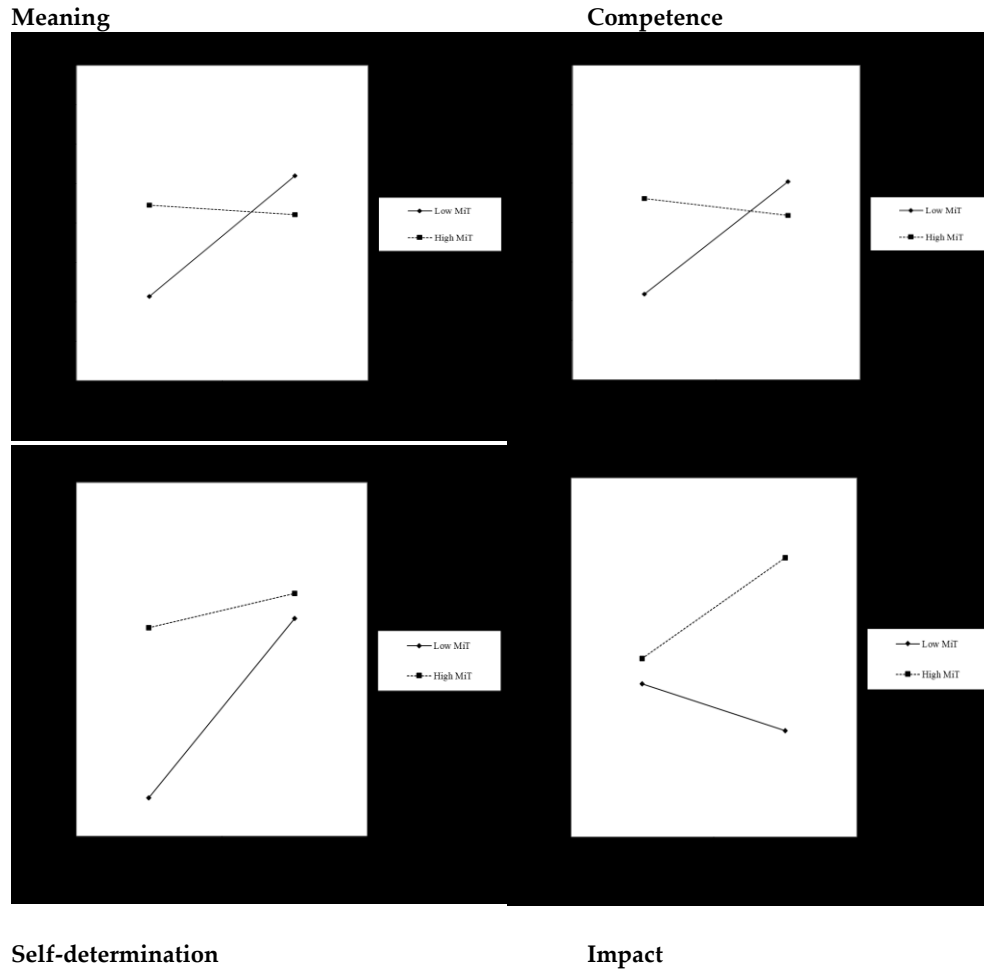
Meaning　　　　　　　　　　　　　　　　　　　**Competence**

Self-determination　　　　　　　　　　　　　**Impact**

Figure 4. Moderating Effects

5. Discussion

The objective of this research was to assess the effect of employee empowerment on work engagement in the telecom sector of the Kingdom of Bahrain. The main relationships assessed were of employee empowerment dimensions and their association with work engagement. Accordingly, the moderating role of trust in management was also assessed on the dimensions of employee empowerment (meaning, competence, self-determination, and impact) and work engagement. The study's findings have shown an overall significant effect of employee empowerment dimensions on work engagement except one (impact). These significant results outline that employee empowerment can considerably boost employees' energy, immersion, and vigor to give their best in work. The findings also challenge assertions against employee empowerment by stating that empowered employees at times may lead to showcasing arrogant behaviors (Robertson, 2021). Hence, organizations should focus on developing

Accordingly, trust in management managed to moderate two out of the four direct relationships. This significant moderating effect of trust in management on the relationship of self-determination and impact towards work engagement indicates that self-determination brings confidence among employees and when they express trust in top management, it helps them to boost the impact of self-determination towards harnessing their engagement. Furthermore, there were two insignificant moderating effects of trust in management on the relationship of meaning, competence and work engagement. This result in a way indicates that employees who expressed meaning and competence did not need the significance of

trust in management to strengthen their engagement levels. Another explanation could be that when employees have power and are engaged with their work, this lowers the importance of trust in management to boost their psychological wellbeing. This can be stated like as trust in management or trust in the organization depends on the employees' perception which defines their individual and organizational characteristics (Ozmen, 2018). Therefore, the insignificant moderation of trust in management on the relationship between meaning, competence, and work engagement appears to be logical.

6. Implications

6.1. Theoretical implications

Notable findings of this research suggest several theoretical implications in light of social exchange theory. First, assessing the direct relationship of employee empowerment dimensions with work engagement. This has contributed to helping understand the mechanism of employee empowerment in boosting work engagement. Current research shows that employee empowerment boosts work engagement directly and through the interaction effect of trust in management on some of its dimensions (i.e., self-determination and impact).

Additionally, this research has been conducted in the Kingdom of Bahrain. To date, there is a lack of empirical evidence on engagement (e.g., Odhiambo, 2020), particularly via testing its nexus with employee empowerment, hence addressing a considerable contextual research gap. Moreover, the study's findings show that employee empowerment and trust in management are effective factors in this type of context.

6.2. Practical Implications

This research also has notable practical implications for management. Firstly, this research has confirmed the role of employee empowerment towards work engagement. Therefore we imply management to emphasize on empowering their employees to help them bring the best of their psychological abilities to work. Organizations enthusiastic about this may consider revising policies and procedures to see how it could be made possible. Accordingly, individuals with authority, such as supervisors and managers, may be trained on different aspects of employee empowerment. The current research also recommends focusing on employee empowerment programs (Ugwu et al., 2014). In parallel, research findings hint towards the significance of trust in management. Based on this, aspiring organizations are implied to explore the current status of employee trust in management and amplify it. Therein, based on research, it is suggested to consider fair treatment and improving leaders` behavior to boost trust in management (Mayer & Davis, 1999; Den Hartog et al., 2002).

6.3. Limitation and Future Recommendations

Besides notable findings, the current research has some important limitations as well. Data were collected through a self-reported questionnaire and at once. Therefore there may be likely chances of response bias. However, we attempted to cover through strong follow-up (Sekaran & Bougie, 2016). Future studies may thus consider collecting data in different phases and using other approaches (Podsakoff et al., 2003). Another limitation is the generalizability of the results since the sample was obtained from one geographic location (i.e., Kingdom of Bahrain). Future studies hence may focus on sampling from different countries for more richness in the results. Furthermore, this study focused on the telecommunications sector; resultantly, future researchers are welcome to investigate the framework across different occupational sectors.

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