

# Examining the Effects of Workplace Characteristics on Empowerment of the Agricultural Extension Employees in New Valley Governorate, Egypt

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## ABSTRACT

This research aimed to: 1) explore the workplace characteristics profile (WCP) of the agricultural extension organization in New Valley Governorate from viewpoint of the extension personnel, 2) identify the level of employees' empowerment perceived by extension personnel, and 3) ascertain the impact of workplace characteristics profile on extension personnel's empowerment. The scale developed by Prien *et al.* (2009) was used to measure WCP, as well as an adaptation of the questionnaire used by Menon (2001) was used to measure the employees' empowerment. Data were collected using a questionnaire form during January to February 2021 from a sample of 25 persons representing 37.3 % of the total number of extension personnel (extensionists and agricultural supervisors) in New Valley Governorate. Frequencies, percentages, mean, Pearsons' correlation and Step-wise regression analysis were used for data analysis and presentation. Findings revealed that the overall score of respondents' perceptions of the workplace characteristics profile amounted to 221.15, which represents 73.72% of the total score, the score of the overall mean of empowerment reached 58.55 representing 78.07% of the total score. With regard to the impact of WCP on employees' empowerment, results indicated that there are 35 correlations among WCP's factors and empowerment subscales and there are four factors of WCP (Task Standardization, Standardization of Roles, Controlling Harassment, and Communication) explain between 10.1% to 57.5% of the variance on employees' empowerment subscales.

**Key words:** Workplace characteristics profile, Job Empowerment, Agricultural Extension, New Valley, Egypt.

## INTRODUCTION

Nowadays, the greatest source of the organizations' competitive edge is their competent, talented, motivated, committed and conscientious employees (Dahou & Hacini, 2018). The rapidly increasing competition in various markets has urged organizations to focus on their employee and ensure their commitment

at workplace (Hanaysha, 2016). Those Employees are key stakeholders in the formation and development of the organization's human and social capital and are a key source of knowledge and support for the development (Davidescu, *et al.*, 2020). Both managers and employees have interest in organization's survival and success, and present the change agents who make difference, add value, and get higher performance and competitiveness (Dahou & Hacini, 2018).

In organizational settings, empowerment is creating and sustaining a work environment that facilitates the employee's choice to invest in and own personal actions and behaviors resulting in positive contributions to the organization's mission (Cassidy and Koroll, 1994). Agricultural extension has often been conceptualized as an educational process, it plays important roles with formulating and disseminating knowledge. The workplace is a key factor in the success of the agricultural personnel responsible for leading the extension work and overseeing the knowledge dissemination (Abdel-Ghany, 2014).

Empowering employees is seen as endowing them with power, authority and responsibility to decide, act and work free from bureaucratic hassles and is often allied with the distribution of responsibility from managers to other employees (Shipper & Manz, 1992; Menon, 2001; Ollikainen & Varis, 2006; Saif & Saleh, 2013), and as granting them the ability to significantly affect organizational outcomes, it comes from decentralization, a flattening of the hierarchy, and increased employee participation (Menon, 2001). It comes also from providing the proper information, support, resources and environment to build, develop and increase the ability and effectiveness of employees to set and achieve organizational goals and to deal with matters related to their daily job activities (Hawks, 1992; Huxtable, 1994).

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The employees' empowerment is a major new industrial weapon against domestic and international threats (Shipper & Manz, 1992, Menon, 2001), it is ensuring that the employee has the authority to do his or her job (London, 1993). although it doesn't happen incidentally, supporting empowerment in one domain will have positive effects in the others. (Diab & Diab 2016). Empowering employees is crucial for the organization. The organization receive the full support of the employees if they were properly empowered (Hasan, 2020).

At an individual level, the three main dimensions of the experience of power underlying the empowerment process are (Menon, 2001): (a) power as perceived control, (b) power as perceived competence, and (c) power as being energized toward achieving valued goals.

- Perceived control refers to beliefs about autonomy in the scheduling and performance of work, availability of resources, authority and decision-making latitude.
- Perceived competence denotes self-efficacy and confidence regarding role demands: the individual believes that he or she can successfully meet routine task demands as well as any nonroutine challenges that might arise in the course of work.
- Goal internalization represents the enabling power of ideas such as a valued cause, mission, or a vision for the future. The individual believes and cherishes the goals of the organization and is ready to act on its behalf.

Workplace conditions impact employee performance composed of complying and adhering to organization rules, quality, cooperating with coworkers to solve task problems, concentrating on the tasks, and creativity (Hernaus & Mikulic, 2013; Kahya, 2007). No job is performed in a vacuum, every job is performed in a workplace and thus the characteristics of that workplace are critical elements to be identified in defining and understanding that job (Prien *et al.*, 2009).

Employees in Knowledge-based organizations (such as Extension personnel) are assigned to specific jobs with a particular set of work characteristics, their workplace efforts can be more or less motivated, productive, satisfied, committed or enabled (Hernaus, & Mikulic, 2013). The organization workplace plays a very important role to maintain better productivity as many employees spend most of their time on generating activities in the organization (Sarode & Shirsath, 2014).

According to Parasuraman and Simmers (2001), workplace characteristics hold the capacity to affect the level of control employees can use on confrontation with inconsistent role pressures. Similarly, Berg *et al.* (2003) believe that workplace characteristics (whether organizational or job) are capable of influencing

employees' empowerment. Also, they can effectively recognize the resources to empower employee to decide, act and work effectively to achieve organizational goals (Friedman and Greenhaus, 2000).

The workplace characteristics are those relatively stable characteristics of workplaces that impact—positively or negatively—the way work is done (Prien *et al.*, 2009). Based on this definition Prien and his colleagues (Prien *et al.*, 2009) suggested/ developed and introduced a profile of the characteristics of the organization's workplace consisted of 12 dimensions, presented as follows:

- Efficiency: The quality and quantity efficient management of work in an increasingly dynamic and complex environment, and individuals are expected to adapt and orchestrate their activities to maintain efficiency
- Accommodating to persons with disabilities: Emphasis is on assisting individuals to overcome limitations, and on facilitating individuals' efforts to overcome workplace obstacles
- Communication: Communicating with others and information seeking to increase both efficiency and effectiveness
- Accommodating to persons from diverse backgrounds: adapting to people who do not come from the mainstream, but rather from the evolving heterogeneity of the workplace
- Standardization of roles: It exemplifies that individuals know what they should do and know what is expected of them, and thus produce a continuity of activities
- Promoting gender equality: providing equal treatment for men and women in the workplace, including job assignments, promotional opportunities, access to training, equality in pay and benefits, and all other important aspects of work
- Task standardization: standardizing tasks and standardized performance of these job tasks
- Managing change: providing support for employees in understanding the need for change, in coping with change, and in embarking on the many transitions required by changing conditions in the workplace
- Managing work for effectiveness: responding effectively to external forces, responding promptly to market changes, including customer wants and needs, other market shifts, competition, changing technology, laws and regulations.
- Controlling harassment: active discouragement of workplace harassment, intentional or unintentional, harassment based on race, age, gender, physical limitation, or religion

- Specialization of role: Emphasis is on developing and using specialized skills that is regularly used on the job.
- Independence of action: Individuals are expected to perform relatively independently and are held accountable through meeting output expectations and maintaining a high level of expertise

Agricultural extension sector (AES) in Egypt is represented in the organizational structure of the Ministry of Agriculture and Land Reclamation (MALR) as a sector, among 7 sectors. This sector includes four main central administrations; one of these administrations is Central Administration for Agricultural Extension and Environment (CAAEE) (AbdelGhany & Diab, 2013). More importantly, CAAEE structure was inconsistent as a result of the trajectory administrative shift during the 1990s when a ministerial decree was issued by which CAAEE moved to be affiliated “technically” to the Agricultural Research Center (ARC) to support the Research/Extension linkage. At the same time, CAAEE remained “administratively” affiliated to AES (Diab, *et al.*, 2020). The extension organization is represented at all administrative levels, starting from the central level in Cairo (represented by the CAAEE), and Directorates of Agriculture at Governorate and District levels down to the Village level (AbdelGhany & Diab, 2013).

The New Valley governorate (with five administrative districts) is located in the south west part of western desert of Egypt. It represents about 44% from the total area of Egypt, and 67 % of the total area of Egyptian western desert. The total number of extension personnel in New Valley governorate is only 67 personnel, which considered inadequate to the number of villages or number of landholders in that governorate, with this shortage in manpower, the loads of work tasks are increasing. Although the workplace characteristics has a great role on employees' performance and empowerment to accomplish their tasks, there is a dearth of studies relate workplace characteristics to employees' empowerment and consequently to their level of performance of Job tasks.

Previous studies involved measurement of empowerment relate cognitions about empowerment to job satisfaction, stress, and work effectiveness (Thomas & Tymon, 1994); or to organizational variables such as socio-political support and participative climate (Spreitzer, 1996); organizational performance (Jung and Hong, 2008); or relate empowerment to work satisfaction, stress, and effectiveness (Spreitzer, *et al.*, 1997), relate empowerment to service quality and market orientation (Samat *et al.*, 2006; Ueno, 2010), or to total quality management practices (Vousaz and Psychogios, 2007; Singh, 2011), or relate empowerment

to individual characteristics, senior manager support, organizational structure, organizational culture, information knowledge and job skill (Poorsafaei, and Alimiri, 2015). A previous study involved measurement of workplace characteristics relate cognitions about workplace characteristics to job satisfaction and organizational commitment (Abdel-Ghany, 2014).

### Objectives

Based on the previous introduction, the current research aimed to:

1. Explore the workplace characteristics profile of the agricultural extension organization in New Valley Governorate from viewpoint of the extension personnel
2. Identify the level of employees' empowerment as perceived by agricultural extension personnel in New Valley Governorate
3. Ascertain the impact of workplace characteristics profile on extension personnel's empowerment

### Methodology

The scale of measuring workplace characteristics profile (WCP) developed by Prien and his colleagues (Prien *et al.*, 2009) was used. It consists of twelve-factors or dimensions (*more details are expressed previously in the introduction*) of each dimension was expressed in 5 items with a total of sixty items. Respondents were asked to give their opinions on each statement on a 5-points Likert-type scale started from 1 strongly disagree to 5 strongly agree. The maximum score of each factor reached 25 score, while the overall score of the WCP reached a value of 300 score. The reliability of the scale was estimated using Cronbach alpha; reliability coefficients was 0.896.

The empowerment was measured using Menon (2001) questionnaire. It consists of three dimensions. Each of the three dimensions of employees' empowerment (*more details are expressed previously in the introduction*) was expressed and measured by five items with a total of fifteen items. Respondents were asked to give their opinions on each statement on a 5-points Likert-type scale started from 1 strongly disagree to 5 strongly agree. The maximum score of each factor reached 25 score, while the overall score of the empowerment reached a value of 75 score. The reliability of the scales was estimated using Cronbach alpha; reliability coefficients was 0.939.

Data were collected using the questionnaire form during January /February 2021, from a sample of 25 Extension personnel representing 37.3% of their total number, in New Valley Governorate (67 Personnel). Frequencies, mean, Pearsons' correlation and step-wise regression analysis were used for data presentation.

In order to achieve the third objective of the study, a theoretical hypothesis was generated stating that: "The workplace characteristics profile has strong effect on the employee's empowerment". Based on it, fifty-two statistical hypotheses were generated, stating that: "The workplace characteristics profile subscales have no impact on employees' empowerment subscales". Numbers of those hypotheses are illustrated in table 1.

## RESULTS AND DISCUSSION

### 1. Characteristics of respondents

Table 2 presents the distribution of extension employees according to their personal characteristic; Data shows that the majority aged 50 years and above, hold B. SC. in agricultural sciences, have rural origin, and have less than 10 years of work experience in agricultural extension.

### 2. The Extension Personnel's Perceptions of Workplace Characteristics Profile

Table 3 shows mean scores and percentages for extension personnel's perceptions of the twelve dimensions of the Workplace Characteristics Profile (WCP) scale. The overall score of respondents' perceptions of workplace characteristics profile is 221.15 which represents 73.72% of the total score; this implies that extension system in New Valley governorate has good profile of workplace characteristics. The data in the table revealed also that the scores are above the overall average score for 8 components of the WCP scale, and the remaining 4 components are below that average.

Findings revealed also that the "efficiency" and "Managing change" dimensions received the highest

score among the twelve dimensions (80.2% of the maximum score for each), which indicate a strong focus on efficiency throughout the workplace. Among implicit meanings of this finding is that the extension work environment is in a state of constant flux and that everyone needs to be prepared to adapt to these changes.

Results also imply that the roles within the extension system of the New Valley are specialized, however they seem not to be standardized, as the dimension of Specialization of role received highly rank of WCP's dimensions with percentage of 78% which indicate that the bureaucratic apparatus impedes personnel ability to take actions to confront/ solve problems. Contrary to that, the dimension of "Standardization of roles" received the lowest score (63%) suggesting the prevalence of low commitment to the bureaucratic management approach. Regarding the "Task standardization", it received the lowest score among the WCP's dimensions with percentage of 72% which indicate that these are not significant characteristics of the workplace and the individual has lot of discretions about managing his or her performance.

The high score of the "Change management" dimension (78.8%) implies that there is a underlying common understanding that the environment is currently experiencing a state of constant influx and that everyone has to be prepared to adapt to the changes in the environment. Findings also revealed that there is clear support from the management to the zero-tolerance policy on Gender discrimination. The is suggested by the high score (76%) of the "Promoting gender equality" dimension.

**Table 1. Matrix of the study's hypotheses**

Workplace Characteristics Profile (WCP)	Empowrment subscales			Overall Empowrment
	Perceived Control	Perceived Competence	Goal Internalization	
Efficiency	1	2	3	4
Accommodating to Persons with Disabilities	5	6	7	8
Communication	9	10	11	12
Accommodating to Persons from Diverse Backgrounds	13	14	15	16
Standardization of Roles	17	18	19	20
Promoting Gender Equality	21	22	23	24
Task Standardization	25	26	27	28
Managing Change	29	30	31	32
Managing Work for Effectiveness	33	34	35	36
Controlling Harassment	37	38	39	40
Specialization of Role	41	42	43	44
Independence of Action	45	46	47	48
Overall WCP	49	50	51	52

**Table 2. Distribution of extension employees according to their personal characteristics (N= 25)**

Characteristics	Category	Frequency
Age	Below 50 years	7
	50 and above	18
Qualification	Diploma of agric. second. schools	9
	B.Sc.	16
Origin	Rural	21
	Urban	4
Work experience in extension	Less than 10 years	14
	10 years and above	11

Source: the study's findings

**Table 3. Means and percentages of extension personnel's perceptions of the WCP's dimensions**

No.	Dimensions of Workplace Characteristics Profile	Maximum Score	Mean Score	Percentage	Rank
1.	Efficiency	25	20.05	80.20	1.5
2.	Accommodating to Persons with Disabilities	25	16.55	66.20	11
3.	Communication	25	18.50	74.00	7
4.	Accommodating to Persons from Diverse Backgrounds	25	16.80	67.20	10
5.	Standardization of Roles	25	15.75	63.00	12
6.	Promoting Gender Equality	25	19.00	76.00	5
7.	Task Standardization	25	18.00	72.00	9
8.	Managing Change	25	20.05	80.20	1.5
9.	Managing Work for Effectiveness	25	19.70	78.80	3
10.	Controlling Harassment	25	18.85	75.40	6
11.	Specialization of Role	25	19.50	78.00	4
12.	Independence of Action	25	18.40	73.60	8
	Overall WCP	300	221.15	73.72	-

Source: The study's findings

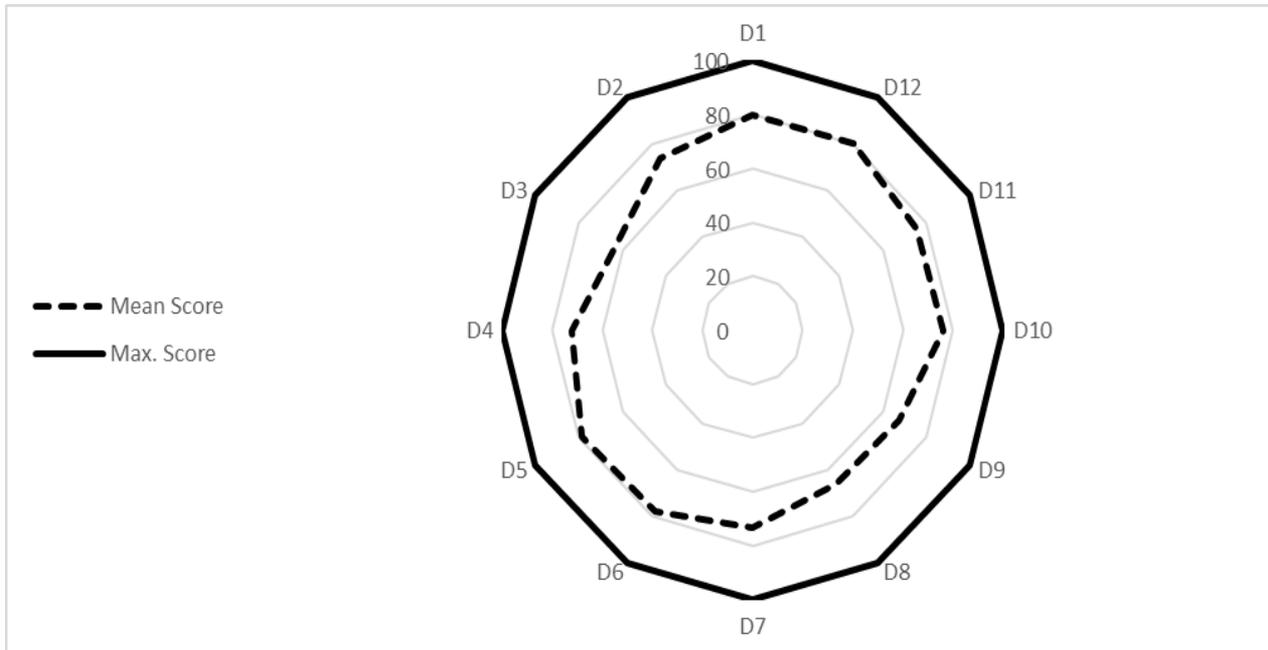
In comparison to this, the scores of the dimensions on “Communication” and “Controlling Harassment”, were near the average (74% and 75.4% respectively) which indicate that individuals are expected to coordinate and communicate moderately with others in order to obtain information for improving the quality and quantity of output as well as medium discouragement of workplace harassment, based on race, age, gender, sexual orientation, physical limitation, or religion. Findings may conclude that there is a medium support by management of a zero-tolerance policy against any forms the harassment workplace. Also, accommodating to persons from diverse backgrounds and those with disabilities have below average scores (67.2% and 66.2% respectively) this indicate the low commitment to providing acceptance and support to persons from diverse backgrounds as well as lack of assisting individuals to overcome limitations and facilitating individuals' efforts to overcome workplace obstacles.

Figure 1 displays the Radar diagram of the gaps between maximum and mean scores of extension personnel's perceptions of the WCP-scale dimensions. The gaps are calculated by subtracting the mean scores (of each dimension) from the maximum score. Findings revealed

that the wide three gaps are found to be in the dimensions of “standardization of roles”, “accommodating to persons with disabilities”, and “accommodating to persons from diverse backgrounds” with percentages of -37%, -33.8, and -32.8, respectively, which mean that some effort should be taken to decrease those gaps, while the narrow two gaps are: “efficiency” and “managing change” with -19.8% for each. The findings may suggest minimum efforts are required for improve the efficiency and management of change.

### 3. The Extension Personnel's Perceptions of Workplace Empowerment

Table 4 shows mean scores and percentages for extension personnel's perceptions of the three dimensions of the workplace empowerment scale. The respondents' overall mean score of empowerment is 58.55 which represents 78.07% of the total score; this implies that extension personnel in New Valley governorate has good level of workplace empowerment.



- D1 Efficiency
- D2 Accommodating to Persons with Disabilities
- D3 Communication
- D4 Accommodating to Persons from Diverse Backgrounds
- D5 Standardization of Roles
- D6 Promoting Gender Equality
- D7 Task Standardization
- D8 Managing Change
- D9 Managing Work for Effectiveness
- D10 Controlling Harassment
- D11 Specialization of Role
- D12 Independence of Action

**Figure 1. Radar Chart displays of gap between maximum and mean scores of extension personnel's perceptions of the WCP dimensions**

Source: the study's findings.

**Table 4. Means and percentages of extension personnel's perceptions of the Empowerment scale**

No.	Workplace Empowerment	Maximum Score	Mean Score	Percentage	Rank
1.	Perceived Control	25	20.35	81.40	1
2.	Perceived Competence	25	20.15	80.60	2
3.	Goal Internalization	25	18.05	72.20	3
-	Overall Empowerment	75	58.55	78.07	-

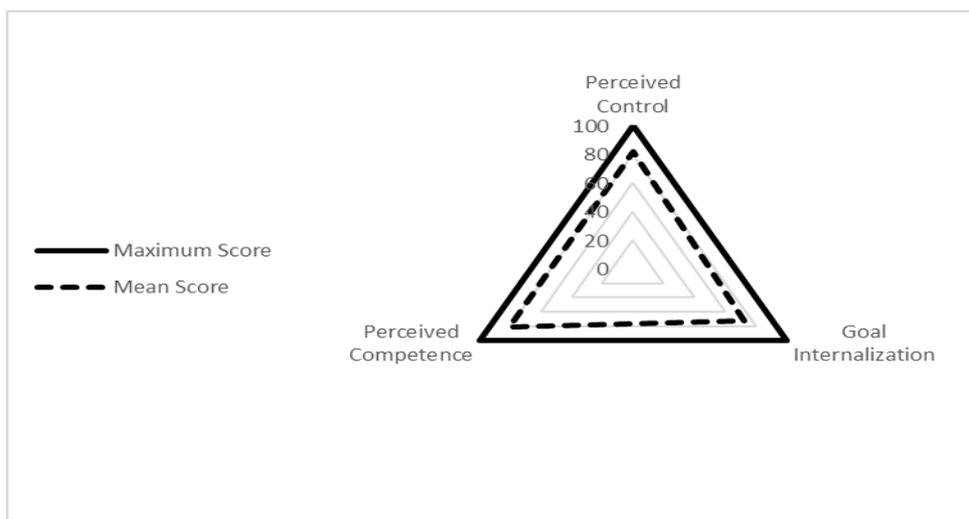
Source: The study's findings.

The same trend appears with dimensions of “Perceived Control and Perceived Competence”, as they show percentages that fall above average levels of empowerment subscales (81.4% and 80.6%, respectively). The percentage of dimension on “Goal Internalization” falls below the average with mean score of 18.5 (72.2% of the maximum score).

The high score of the dimension “Perceived Control” may refer to an internal urge or drive to influence and control others, or to a strive to feel competent and self-determining, at the same time, the high score of Perceived Competence, may suggest a tendency among personnel to avoid situations that put

their competencies under scrutiny Hence they tend to engage in tasks that would they feel it fall within their skill and render them appear as skillful. The moderate score of Goal Internalization may refer to shortages of personnel cherishes the goals of the Extension and low level of readiness to act on its behalf, moreover, the absence of mission, or a vision for the future.

Figure 2 show the Radar display of the gaps between maximum and mean scores of extension personnel's perceptions of empowerment subscales; Findings revealed that the biggest gap is to Goal Internalization with percentages of -27.8%, followed by Perceived Competence (-19.4%) and Perceived Control (-18.6).



**Figure 2. Radar diagram of the gap between maximum and mean scores of extension personnel's perceptions of the Workplace Empowerment's dimensions**

Source: the study's findings.

**4. Impact of workplace characteristics profile on extension employees' empowerment**

In order to determine the effect of each of the dimensions of workplace characteristics on employees' empowerment The Stepwise multiple regressions analysis was used. In current study the variable that were entered into regression analysis are, the 12 dimensions of WCP in addition to the overall WCP are used as independent variables and the 3 empowerment

subscales in addition to the overall empowerment as the dependent.

The results of the correlation analysis are shown in Table 5. The findings show that the multiple correlation coefficients (R) were equal to 0.719 that indicating a high correlation between the dimensions of WCP and empowerment among respondents. Findings also revealed that there are 35 correlations among WCP's factors and empowerment subscales.

**Table 5. Pearson Correlation values between workplac charachertistics profile and Empowerment among extension personnel in New Valley Governorate, Egypt**

Workplace Characteristics Profile (WCP)	Empowerment subscales			Overall Empowerment
	Perceived Control	Perceived Competence	Goal Internalization	
Efficiency	0.492*	0.538*	0.42	0.506*
Accommodating to Persons with Disabilities	0.520*	0.34	0.574**	0.513*
Communication	0.537*	0.627**	0.596**	0.619**
Accommodating to Persons from Diverse Backgrounds	0.44	0.32	0.44	0.42
Standardization of Roles	0.616**	0.514*	0.734**	0.664**
Promoting Gender Equality	0.657**	0.520*	0.697**	0.665**
Task Standardization	0.680**	0.773**	0.623**	0.725**
Managing Change	0.39	0.453*	0.530*	0.484*
Managing Work for Effectiveness	0.445*	0.524*	0.497*	0.515*
Controlling Harassment	0.36	0.574**	0.44	0.479*
Specialization of Role	0.14	0.08	0.19	0.15
Independence of Action	0.24	0.16	0.44	0.31
Overall WCP	0.653**	0.647**	0.734**	0.719**

Source: The study's findings.

\*P ≤ 0.05

\*\*P ≤ 0.01

**Table 6. Impact of workplace characteristics profile on employees' empowerment**

Dependent variables	Analyzing steps	Independent variables	R <sup>2</sup>	Adjusted R <sup>2</sup>	% of Variance Interpretation	F Value
Perceived Control	Step 1	Task Standardization	0.463	0.433	43.3	15.505**
	Step 2	Standardization of Roles	0.646	0.605	17.2	15.535**
Perceived Competence	Step 1	Task Standardization	0.597	0.575	57.5	26.717**
	Step 2	Controlling Harassment	0.710	0.676	10.1	20.841**
Goal Internalization	Step 1	Standardization of Roles	0.539	0.514	51.4	21.055**
	Step 2	Communication	0.727	0.695	18.1	22.682**
Overall Empowerment	Step 1	Task Standardization	0.526	0.500	50.0	19.969**
	Step 2	Standardization of Roles	0.742	0.711	21.1	24.387**

Source: the study's findings.

\*\* significant at 0.01

The results in table 6, show that the "f" values are significant at 1% level. This statistic shows the effect of each independent variable separate from the effects of other variables on the dependent variable. Accordingly, the most influential independent variable for the predicting the dependent variable, was the variable of: "Task Standardization" which contribute to the interpretation of 50% of variance of the overall empowerment. This means that unit of changes of standard deviation of the Task Standardization explain 0.5 of unit change in standard deviation of the dependent variable. Other important variable influenced the dependent variable included "Standardization of Roles" which contributed 21.1% of the explanation of the variance of the overall empowerment.

The result may suggest that the standardizing of tasks and standardized performance of the related job tasks and little discretion about managing performance of personnel is explaining about 50% of variance in the employee's authority to do his or her job. Findings in table 6 show also that Task Standardization and Standardization of Roles explain about 43.3% and 17.2% of variance on "Perceived Control, respectively". Task "Standardization" and "Controlling Harassment" explain about 57.5% and 10.1% of variance on Perceived Competence, respectively, while Standardization of Roles and Communication explain about 51.4% and 18.1% of variance on Goal Internalization, respectively. Based on the previous results it could be reject the null hypotheses numbers 11, 17, 19, 20, 25, 26, 28, and 38 while the remaining null hypotheses couldn't be rejected.

### CONCLUSION AND RECOMMENDATIONS

This study is among the rare studies that focus on employees' empowerment in relation to workplace characteristics. The WCP was used to identify characteristics of the workplace that can either help or

hinder most employees from successfully perform their jobs' tasks.

The findings indicated that the agricultural extension in the New Valley Governorate demands strengthening the factors of the workplace characteristics related to "accommodating to persons with disabilities", "accommodating to persons from diverse backgrounds", "standardization of roles", "task standardization" and "independence of action". Also, there is a need to enhance goal internalization which represent a subscale of empowerment. The extension personnel level of empowerment could be actively increased through changing factors of workplace characteristics, especially the "task standardization", the "standardization of roles, controlling harassment, and communication.

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## الملخص العربي

### دراسة تأثير خصائص بيئة العمل على تمكين العاملين في الإرشاد الزراعي بمحافظة الوادي الجديد، مصر

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النتائج أن المتوسط العام لإدراكات المبحوثين لخصائص بيئة العمل قد بلغ نحو ٢٢١.١٥ درجة يمثل ٧٣.٧٢٪ من الدرجة الإجمالية للمقياس، في حين بلغ المتوسط العام لدرجة التمكين الوظيفي نحو ٥٨.٥٥ يمثل ٧٨.٠٧٪ من الدرجة الإجمالية. أما فيما يتعلق بتأثير خصائص بيئة العمل على تمكين الموظفين، أشارت النتائج إلى أن هناك ٣٥ علاقة ارتباطية بين عوامل خصائص بيئة العمل ومكونات التمكين الوظيفي محل الدراسة، كما أوضحت النتائج أن هناك أربعة من خصائص بيئة العمل (توحيد المهام، توحيد الأدوار، التحكم في المضايقات، والاتصالات) تشرح من ١٠.١٪ إلى ٥٧.٥٪ من التباين في مستوى التمكين الوظيفي للمبحوثين.

الكلمات الدالة: خصائص بيئة العمل، التمكين الوظيفي، الإرشاد الزراعي، الوادي الجديد، مصر.

يهدف هذا البحث إلى: (١) تحديد خصائص بيئة العمل بجهاز الإرشاد الزراعي في محافظة الوادي الجديد من وجهة نظر العاملين بالإرشاد، (٢) تحديد مستوى التمكين الوظيفي للعاملين بالإرشاد الزراعي بمحافظة الوادي الجديد، و(٣) تحديد تأثير خصائص بيئة العمل على التمكين الوظيفي للعاملين في الإرشاد الزراعي. تم قياس خصائص بيئة العمل بالمقياس الذي طوره (Prien *et al.* (2009) في حين تم قياس مستوى التمكين وفقاً للمقياس الذي طوره (Menon (2001). تم جمع البيانات باستخدام إستمارة الإستبيان خلال الفترة من يناير إلى فبراير ٢٠٢١ من ٢٥ فرداً يمثلون ٣٧.٣٪ من إجمالي عدد العاملين بالجهاز الإرشادي (مرشدين ومشرفين زراعيين) بمحافظة الوادي الجديد (٦٧ فرد). تم استخدام التكرارات والنسب المئوية والمتوسط ومعامل ارتباط بيرسون وتحليل الانحدار المتدرج لتحليل وعرض البيانات. كشفت