

The Impact of Administrative Empowerment on the Organization Performance at Jordainian Industrial Companies

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Abstract

This study aimed to know the impact of the administrative empowerment on the organizational performance at the Jordanian industrial companies.

Study sample consisted of those who occupy the supervisory Jobs, (250) individuals from the category (director, vice director, head of division, and supervisor), the questionnaire was used to collect the data from the sample's individuals, (250) questionnaires were distributed, (29) were excluded, (171) questionnaires were useable for analysis.

After performing the statistical analysis process the study reached the following results:

- The pretence of a linear interrelated relation between the administrative empowerments variables (training, providing the needed information, dedicating the authority, participation) participative, and the organizational performance variables (customers service, customers loyalty) under significance level ($\alpha \leq 0.05$).
- The presence of effect of the gradual administrative empowerment on the organizational performance on the customer service dimension.
- The presence of effect on the gradual administrative empowerment on the organizational performance on the customer loyalty dimension.

Key words: Administrative empowerment; Organization performance; Industrial companies

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INTRODUCTION

There is no doubt that the human resources play important role in achieving the organization's goals, and achieving success and growth to it.

For those reasons, there should be an interest in developing and enhancing the human resources. As a result of the developments, that occurred in the external environment that had left positive and negative reflections on the human resources management such as the globalization phenomenon and the global competition conditions, the technological developments, new trends had emerged in the field human resources management that contribute to the complete benefit from these global changes and developments.

Among these trends the administrative empowerment, this concept had gained the interest of many academics and practitioners who interested in the human resources issue, also by the administrative leaders in the organizations that seek to achieve the competitive advantage in the shadow of the globalization and the economic openness.

As a result of the increasing severe competition between the global organization the change was made from the traditional hierarchical administrative construct to demographic structure and mode, the mode facilitates the organization's reach to achieving the competitive advantage in a more flexible and openness method (Moke, 2012, p.23).

The concept employees empowerment became the interest topic by different researchers to implement the responsibility spirit in the employees, and showing the effect of empowerment on improving the operational performance and its impact on the organization, through motivating and engaging them in the decision making process, and re-thinking about the organizational structures and hierarchy and building the trust between the management and the employees (Batyneh, 2008, p.34)

Al-Awad & Al-Haran, 2009, clarify that quality as performance evaluator means that the organization is able to provide products or services that are unique and distinguish that receive that consumer's satisfaction (high quality, and after sale services), so it became necessary for the organization to understand and study the differentiation sources through the quality circles activities, exploiting the competent, skills, technological techniques, implementation the effective expansion methods, developed pricing policies & advanced promotional policies that unable the organization increasing the market share.

Quality considers one of the important competitive advantages that indicate to the proper performance, and providing the products that fit the customers wishes and needs.

Returning to the administrative empowerment, it has granted the employees the freedom to act and achieving participation in the decision making, it provides the opportunity for thinking barnstorming and creative thinking.

Through empowerment, trust is given, the expanding era fro the flow of information, increasing the dialogue and understanding opportunities, that in turn greatly contribute to finding the relevant organizational climate in which appears the clues of a distinguish organizational performance.

From this comes this study to know the impact of the administrative empowerment on the organizational performance in the Jordanian industrial companies.

1. OBJECTIVES OF THE STUDY

This current study aims generally to know the impact of the administrative empowerment on the organizational performance at the Jordanian industrial companies, also seeks to achieve the following sub-objectives:

- Diagnosing the dimensions with the greater impact on the administrative empowerment.
- Diagnosing the organizational performance dimensions that influence by the administrative empowerment.
- Diagnosing the organizational performance dimensions that influence by the administrative empowerment.
- To show the relation between the administrative empowerment and the organizational performance.

2. SIGNIFICATIONS OF THE STUDY

Significance of the study resides in being treating a problem that did not receive the sufficient interest from the researchers and the executive employees in the businesses organizations, which are the administrative

empowerment and its impact on the organizational performance at the Jordanian industrial companies.

The importance of this study appears in it's pursued to receive information relating to the administrative empowerment and the organizational performance that will be considered and as a new addition to the Arabic library.

3. THE STUDY PROBLEM

Most directors especially in the developing countries are still believing that empowering and strengthening the employees administratively will affect them and weakening their leadership of the organization, that leads to weak trust in the employees, and enabling them the opportunity to develop themselves and intern the organization's development.

Also, the study problem represents in that studies that had addressed the relation between the administrative empowerment and the distinguish performance did not show sufficiently the aspects of this relation that justify conducting the study.

4. STUDY'S HYPOTHESES

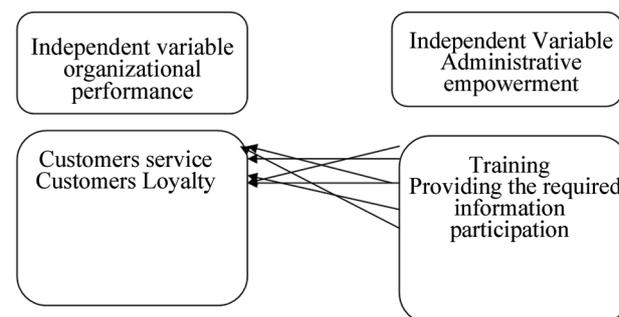
Based on the Previously mentioned and in the light of the literature review, the hypotheses were determined to measure the extent of the administrative empowerment impact on the organizational performance.

Ho1: There is no linear inter related relation between the administrative empowerment variables (trainings, providing the required information, dedicating the authority & participation), and the organizational performance (customers service and customers loyalty) under significance level ($\alpha \leq 0.05$)

Ho2: There is no effect on statistically significance of the administrative empowerment variables on the organizational variable.

Ho3: There is no effect of the gradual empowerment variables on the organizational performance (customers service and customers loyalty).

5. THE STUDY MODEL



The researcher made the study model based on the study of Stirr (2003, p.1, 3) and Sezer (2009).

6. THE STUDY TERMS

6.1 The Administrative Empowerment

Lee (2012, p.12) has identified the empowerment as: giving the employees the authority in setting the goals specialist to their work and making the decisions and solving the problems in the range of their responsibilities and authorities.

Organizational performance: The results that the organization seeks to achieve on the long term (Nedd, 2010).

6.2 The Study Limitations

The researcher expects encountering some of the following determinants:

- The results of this study will be determined by the degree of the instruments validity and accuracy, the degree of the accuracy and subjectivity of the sample individuals' response to the instrument..
- Generalization of the study results will be limited to the population from which the sample was taken and the similar populations.

The study result will be generalized within the following delineations:

- Spatial delineations—the study will be applied to the Jordanian industrial companies.
- Temporal delineations: It is expected to complete the study during the year 2013-2014.
- Human delineations: The study will include the categories of those who occupy the supervisory Jobs.

7. THEORETICAL FRAME

Administrative empowerment became the mean for developing the workers' skills and increasing the productivity, and achieving the organizations' effectiveness' and efficacy.

7.1 Benefits of the Administrative Empowerment to the Employees

Through the empowerment literature two general trends were determined for the empowerment in the work's environment.

The communicative trend through organizing the communication between the workers in the organization, and the motivate trend through which providing the incentives of deferent kinds to the employees. It is meant by the process from top-down, it believed that empowerment is accomplished when the higher levels in the organizational structure engage the lower levels in the authority (Moke, 2012, p.23) , so the empowerment

includes practices as job enrichment, self –administration teams and their autonomy.

While the motivate model focuses on the workers attitude towards the empowerment, that perform the tasks, feeling of the ability to influence at work, freedom of selection in how to perform the tasks, feeling of the work's meaning. Administrative empowerment guarantees performance effectiveness, also the effectiveness in exploiting the human resource at best form, also leads to making the work more valuable, more sense and more **incentive**.

7.2 Basic of Administrative Empowerment (Lee, 2012, p.20)

- (a) **E. Education:** Every individual in the organization should be educated, because education leads to employees increased effectiveness that in turn leads to the organization's success.
- (b) **M-Motivation:** The administration should plan how to encourage the subordinates to accept the idea the empowerment and to show their pivotal role in the establishment's success through the awareness and directing programmes, building the different work teams, adopting the open doors policy for the workers by the top administration.
- (c) **P-Purpose:** Goal clarity: the administrative empowerment efforts will not succeed unless every individual in the organization has the clear understanding empowerment concept depends basically on establishing and formulating the trust between the leadership and the workers, motivating and engaging them in the decision making, breaking the administrative and the organizational boundaries between the leadership and the perceive the interest in the human element is the way for competing and achieving the differentiation.

7.3 Empowerment Concept

Empowerment is the work that recently repeated in the administrative thought's field after the complete change of interest from the (command and control organization model) to what is called now (empowered organization) that followed by the heretical organization change, multilevel to the flat organization with less levels (Jarrar & Zairi, 2011, p.12).

With the multiple definitions of the administrative empowerment by the specialists as one of the means of the modern administration, some of them consider the empowerment as encouraging the individuals to hold the responsibility in making the decisions and achieving that through dedicating the authority to the lower administrative levels in the organization, and some of them considered it as the cognized shift and the monitor of the authority from the administration to the workers to achieve the organization's interests on the long term.

The most important definitions of the empowerment are the following (Lee, 2012, p.20): identified empowerment as: giving the authority to the employees in setting the specific goals to their work, making the decisions and solving the problems in the range of their responsibilities and authorities and complete perception of the organization's philosophy, mission, and objectives.

The care of the administrative empowerment process is the planned use and the directed use of the individuals' creative capabilities to achieve the organizations goals.

- (d) **O-Ownership:** The administrative empowerment equation consists of three letters (3As) that represent the first letters of the equation components, which are: Authority+ Accountability= Achievement.

To achieve the achievement, the administration and the workers in its should accept the responsibility for their acts and decisions. Responsibility might be interesting to the workers especially if they are encouraged to present their ideas to the top administration, and they are allowed to practice their authority on their works.

- (e) **W-Willingness to change:** empowerment results might lead the organization to the new ways in performing its tasks, searching for new work and successful ways, if the top and the middle administration does not encourage change, the performance means will lead to failure.
- (f) **E-Ego Elimination:** Some time the administration makes the empowerment programmes fail before starting the implementation, also some managers are characterized by selfish, and follow the old administrative style that represents in authority and dominance. They look at empowerment as challenge for them, not a way to improve the organization's competitive level and profitability, or the opportunity for their personal growth as directors and supervisors.
- (g) **R-Respect:** The empowerment essential is the belief that every member in the organization is able to contribute to the organization though developing his work and creativity, if the respect of the workers does not formulate the core philosophy in the organization, the empowerment process will not provide the desired results.

Respect also means, the absence of discrimination between the workers for any reason, because disrespect leads to the failure of all efforts for administrative empowerment.

7.4 The Training Concept

Administration scientists and researchers had addressed the training concept from different sides and angles that reflected the pointed view of each one about the role of training in rising the workers competence and the company as a whole.

From these concepts that training is the organized and continuous process that makes the individual acquires

the knowledge or the skills to perform specific work or reaching specific goal.

Training is planned human activity that aims at making improvements to the trainees through increasing the information, skills experience, performance rates, ways of work and behavior.

Al-Hobaidi (2013, p.12) sees the training "as the studies way that aims to provide the individuals with the needed skills to achieve the assigned tasks for them".

From the previous definitions of the training, the researcher infers that the training is a continuous process that aims to achieve following:

- (a) Providing the individual with the skills, information and experiences that he does not have, and lead to improve his performance and the organization's performance as a whole.
- (b) Giving and equipping the trainee with skills and new behavioral modes.
- (c) Developing the thinking ways, analyzing and the trainee's problem solving.

7.5 Empowerment Methods

Jarrar and Zairi (2011, p.23) see that it is possible to achieve empowerment through the following methods:

- (a) **Structural methods (structural empowerment):** Represents in less number of administrative levels, that facilitate the flow of information in two directions, it is preferred to follow the following principles in applying it:
 - i. Building the organizational units based on the preliminary work group that will have its distinguish leader.
 - ii. The leader and the members of each unit planning, organizing and evaluating their work within a specific frame.
 - iii. Formulating the unit in a method that enables it to solve the problems that encounter the goals achievement.
- (b) **The empowerment administrative mode for the directors:** It is characterized by its ability for authorizing some of his authorities to the subordinates in the planning, implementation and performance evaluation field, and its ability to change the bureaucratic monitoring style to another style based on the trust and the mutual respect.
- (c) **Participation in the issues solving – Each unit (work team) diagnoses the problems and sets the relevant solutions for them within the available capabilities, and in the limits of the imposed restrictions and barriers on it.**

7.6 Organizational Performance

The content of the organizational performance concept differs according to the organizations' objectives, orientations, and to the directors understanding the concept. This understanding that had emerged from the

research the researchers multi visions in this topic (Al-Hadad, 2010, p.45), has indicated that the interactive performance comes from studying the environmental, technological and the completion factors, and determining the opportunity and the threats, drawing the strategies and the alternative strategies, selecting the alternative that guarantees the achievement of best benefit and the higher level of performance, he had clarified three basic dimensions of the performance concept:

- (a) **The financial performance:** It is the narrow concept of the performance, since it only investigates the use of the financial indicators such as profitability and growth.
- (b) **Financial and operational performance:** This dimension adds the competence element that guarantees achieving the best use of the available resources to achieve the revenues. This dimension represents dealing with some of the operational indicators like the market share and introducing a high quality new product.
- (c) **Organizational Effectiveness:** This is the more comprehensive concept and wider for the institutional performance that reflects a degree of the organization's success in achieving its goals (Robbins & Coulter, 2007).

7.7 Performance Definition

Performance is defined as the sum results of a job or a work or activity (Harvey & Brown, 2006).

Also, performance defined as the final result of an activity (Robbins & Coulter, 2007), so it is possible to say that the performance is the activity's final result performed by the individual or the group at the work place.

7.8 Features of the Distinguish Performance

The workers at the organization need to know the features, of the distinguish performance, since they need to see the great statements about the organization's ideas, and the role played by the principles the organization is following, they want to see the principles turning to tangible reality they live in it, the challenge encountering the directors is determining which level of the performance levels occupies the greater importance to the organization then finding the means that make the workers know these levels and how to achieve them.

The features of the distinguish performance in the organization represent in the following (Brown & Harvey, 2006):

- (a) The organization success in achieving its goals through its peruse to continue its activities effectively and efficiently.
- (b) The organization investment in the human, financial and information resources optimally.
- (c) The ability of the organization to provide the human, financial, and information requirements continuously, to achieve the tasks and the goals

its seeks to achieve, such as producing the goods and services outputs to satisfy the increasing needs of the beneficiaries form them.

7.9 Customers Service Concept

Customers service concept is one of the most important issues that concern the organization's top administration, whatever the type of its activity and its volume, since it seeks continuously to rise its performance level regarding the processes in delivering the service. It seeks reaching the excellent degree in the performance that considers the goal that everyone wants to achieve. The service organizations use many methods and instruments they posses to improve the quality level of their service, which intended from it providing the services that satisfy the desires and the needs of their customers (the internal customers like the employees at their different occupational levels) or the external (the different customers with different needs and desires) through satisfying their requirements, needs, explicit and implicit expectations (Al-Atari, 2009).

7.10 Quality of Customers Service

The researchers in the services industries had addressed the components or the dimensions that included in the customers service, but they did not agree about what are those dimensions or components.

Service quality has two basic dimensions, the material tangible quality that the client faces or the beneficiary when he receives the service, and the interactive quality that represents the performance of the service process itself during the interaction between the workers in the organization with the customers or the beneficiaries, while Al-Maita (2006) sees that service quality has two dimensions:

- (a) The technical quality.
- (b) The operational quality.

Bothe of two dimensions are important for the beneficiaries from the series.

The technical quality indicates, at the quantitative service sides, which means the sides that can be expressed quantitatively while the behavior of the service providers and the way in which they deal with the beneficiary (issues that difficult to measure accurately depending on the elements forming the technical quality) represent the functional quality components of the service, since the quality in the service domain materializing in three dimensions, which are (al-Atari, 2009, p.32):

- (a) The technical dimension: The cognitive and scientific that represents in applying the science and the technology.
- (b) The service art dimension: It is the art of dealing and the social interaction between the service provider and the client (Art of care).
- (c) The environmental and structural context of the process service delivery (setting): That includes

the abilities, the financial characteristics of the service delivery environment.

From the other side, others distinguish (abu-Alnasr, 2006) between three different dimensions for the quality.

- The technical quality: That it is possible to express by the question: What is being delivered?
- Functional Quality: How the service delivery process is accomplished?
- The corporate image: It reflects the customers impressions about the organization that provides the service, its role is the customers divide of the service technical and occupational sides.

7.11 Organizational loyalty

The organizational loyalty importance to the individual emerges from issues like his feelings of belongings to something important in his life, his feeling of the responsibility, it's a need of the human social needs, represents in love, merging, and honesty that the individual shows towards something important to him, also, Abu-Alnasar (2008) sees that the organizational loyalty is a feeling that grows inside the individual by belonging to the organization, this individual is part of the organization in which he works, and his goals achieved through achieving the organization's goals (Al-Awad & Al-Harran, 2009, p.35) see that "the organization loyalty expresses the extent of the fit between the individuals' goals and the organization's goals in which he works, and the extent of his connectedness and commitment to its values". Also, the organizational loyalty defines as "the process of believing in the organizations goals and values, and the work with maximum energy to achieve those goals, and materializing those values" (Al-Awad & Al-Harran, 2009, p.14).

From the mentioned previously it is possible to say that the organizational loyalty plays important role in the organizations' success in its different activities, and the organizations should take the grater interest to this side, and to know the levels of the organizational loyalty of its workers, and to use all the possible means to improve it.

8. LITERATURE REVIEW

The researcher made a comprehensive survey of the library, and found many studies related to the study's topic as follows :

- Abdelgadire and Elbadri (2010) study entitled *Training practice of Poland Banks: An Appraisal Agenda for improvement*.

This study aimed to know the practices of the training activities in the polish commercial banks, the researchers collected the needed data to complete the study from (30) commercial banks operating in Poland.

To achieve the study's purpose and to reach its goals, the researcher designed a questionnaire that included the training activities that were studied, which were:

determining the training needs, developing the training programmes, and evaluating the effectiveness of these programs.

The study reached a set of results the most prominent were that many commercial banks in Poland included in this study ignore the process determining the training needs when planning their banking activities, also, the results showed the absence of the process evaluating the results of the training programmes and the reflection of that on the performance of the working individuals in these banks.

- Nedd (2010) study entitled *Employee Perceptions of Workplace Empowerment in Relation to Self-Reported Intent To Stay on the Job*".

The study aimed to know the relation between the work turnover rate and the administrative empowerment.

Since one of the difficulties encountering the health care centers in the united states is the deficit in providing the nursing staff. The study sample included (206) legal nurses in Florida, the questionnaire was sent by mail to measure their perceptions about the administrative empowerment.

The study concluded that the empowerment enhancement reduces the work's turnover, and hence providing the qualified nursing staff. Since there is an inverse relation between the work's turnover and the employees empowerment in their works.

- Dobni (2011) study entitled *The Relationship Between Innovation Orientation and Organizational Performance*.

This study aimed to test the relation between the creative orientation and the organizational performance, study sample consisted of (35) Indian Companies, the study depends on the questionnaire to collect the information and the data related to the study variables, also. Through the in depth interviews with those in charge in these companies, the study reached a number of results, including: The presence of correlation between the creative orientation and the positive and high organizational performance of the companies that represent the study sample, also found that the companies with the creative orientation have strong and positive correlation with the growth and customer satisfaction, in addition the presence of positive correlation between the return on investment and the creative orientation of these companies subject to the study.

- Newman (2011) study entitled *Strategies of Teacher Participation in Decision Making in Schools: A Case Study of Gweru District Secondary Schools in Zimbabwe*.

Study sample consisted of a group of secondary school' teachers in Gweru region, Zimbabwe, the number was (20) teachers randomly selected from five secondary schools in this region. The interviews and note taking method were used, and colleting the documents to reach the study's results.

The results of this study showed that the teachers have the effective role in the process decision making, because the principals alone cannot manage the schools and reducing the burden, motivating others, and accomplishing the tasks without the teachers participation.

- Fotis and Katerina (2011) study entitled *Best Practices of Selected Greek Organizations on Their Road to Business Excellence: The Contribution of the New ISO 9000: 2000 Series of Standards*.

This study aimed to investigate theoretically and empirically from the current status the best applications in ten Greeks industrial organizations in their way to excellence, through the European excellence model, since these organizations were granted the excellence awards and received the certificates (SO 9000).

Information was collected through the personal interviews with the planning, production and quality managers, in addition to a questionnaire that included open questions.

The results revealed the presence of some problems related to organizations, beaurucracy, lack of flexibility in the organizing, and not using the rewards as a marketing instrument and as a means to penetrate the market.

- Tarja et al. (2012) study entitled *Work empowerment as experienced by Head Nurse*.

The study aimed to analyze and describe the employees empowerment verbally and behaviorally, the outputs of the empowerment process generally.

The researchers collected the data from (299) supervisors on the nurses in the United States. The study reached that the supervisors had practiced the verbal and behavioral empowerment in a very strong way, they felt trust towards the outputs of the verbal and behavioral empowerment in a very strong way. Also, the study found the presence of a set of factors that affect the empowerment process like work's pressures and work's nature.

- Sanjar and Levin (2012) study entitled *Using Old Stuff in New Ways: Innovation as a Case Evolutionary Tinkering*.

This study aim is to know the creativity nature and the mechanism through which the institutional creativity emerges, and the establishment's characteristics that help or hinder creativity, or work to modify the relation between the institutional creativity and the establishment's characteristics.

The researchers divided the institutional creativity to radical or final, and radical, or stage creativity regarding the creativity domains, the researchers considered the presence of two parts: The technical creativity regarding the production of a new service or product and the organizational creativity related to the establishment's organizational structure or its organizational system, or helping plans for the organization to keep its employees.

The total population was studies based on the questionnaire and the in depth interviews with the administrators in the surveyed establishments.

The researchers reached the following results: creativity emerges from the development in the current knowledge and experience, and using new ways, analyzing the current policies used in the company and modifying and developing them, avoiding the negative sides to achieve success and innovation from the process selecting from the ready policies from outside the company, and that innovation resolves the companies' production and marketing problems and satisfying the workers' social and psychological needs.

- Ogden, (2012) study entitled: *Empowerment and Accountability: Evidence From the UK Privatized Water Industry*.

The study aimed to give a comprehensive perspective about the impact of empowerment, firstly by revealing the directors, perception about what governs the empowerment, secondly the impact of empowerment on their experiences in holding their subordinates accountable.

The study was conducted though distributing questionnaires to the directors and the interviews of the directors in the UK water industry.

The study reached that the directors practices vary depending on the extent of their perception of the empowerment concept, and accountability plays more important role in the future in encouraging the employees to engage in the administrative empowerment process.

- Greasly (2012) study entitled: *Employee Perceptions of Empowerment*.

The study aimed to test the extent of the employees perception about the administrative empowerment.

This study depended on four construction projects, the researcher conducted in depth interviews.

The study reached the presence of a gap between the employee's experience and the occupational position, also, it's worth mentioning that health and general safety was one of the determinants in achieving the empowerment because of the presence of the general health and safety procedures that limit their freedom in the decision making regarding their works. The other determinant in achieving the administrative empowerment is the manager's direct role to achieve the administrative empowerment to his employees, which mean the presence of a relation between administrative empowerment and mangers direct role.

9. THE METHOD AND THE PROCEDURES

9.1 The Study Method

It is possible to consider the current study as a descriptive analytical causal study, it is descriptive and analytical to find out the implications of both the administrative empowerment and the organizational performance, and

it is causal to know the impact of the administrative empowerment on the organizational performance at the Jordanian industrial Companies.

9.2 Study Sample and Population

Study sample consists of all the Jordanian industrial companies, the category of employees who occupy the supervisory jobs will be selected who are still at their work during conducting this study.

While the study sample is representative since the number of the samples individuals is (250) individual.

9.3 Study Instruments and Sources of information

To achieve the study objectives the researches has resorted to two basic sources to collect the data, which are:

The secondary sources: The researcher has resorted to treat the study's theoretical frame to the secondary resources like the books, Arabic and foreign references related to the study, the periodic, articles, reports, previous researches and studies that addressed the study's topic, searching the reading in the different internet sites. The researcher's goal to resort to the secondary sources was to know the basics and the proper scientific methods in writing the studies, also, to take a general perspective about the new findings that occurred in the current study's topic.

The preliminary sources: To treat the analytical sides of the study's topic, the researcher has resorted to collect the preliminary data through the questionnaire instruments for the study.

9.4 The Used Statistical Treatment

Through the statistical programmes the researchers has applied the following methods:

- Frequencies and the percentages to deter the measurement indicators adopted in the study and analyzing the specifications of the treatment unit, and the demographic analysis.

- Arithmetic means to determine the level of the individuals responses and analyzing the treatment unit's variables.

- Standard Deviation to measure to degree of the variance between the individuals responses, and analyzing the treatment unit's means.

The inference statistical methods that include:

- Cronbach Alpha to measure the questionnaire's consistency, and the internal correspondence, and the degree of answers validity to the questionnaire items.

- Multiple regression analysis is to show the effect of the administrative empowerment variables on the organizational performance variable.

- The gradual multiple regression analysis is to show the significant differences between the administrative empowerment on the organizational performance.

10. TESTING THE HYPOTHESES

10.1 First Hypothesis

Ho1: There is no linear canonical relation between the administrative empowerment variables (training giving the required information, dedicating the authority, and the engagement), and the organizational performance variables (customers service and customers loyalty) under significance level ($\alpha \leq 0.05$)

To test this hypothesis the canonical analysis was used to show the relation between the administrative empowerment variables (training giving required information, dedicating the authority, and the engagement) and the organizational performance variables. Table 1 shows the results of that:

Table 1
Results of the Canonical Analysis Between the Administrative Empowerment Variable and the Organizational Performance Variables

Determination coefficient R^2 canonical	Correlation coefficient canonical R	Structures weight	Loading rates canonical	The variables		
		Customers loyalty	Customers service			
			0.49	0.49	After training	
0.547	0.74	0.51	0.48	0.49	After dedicating authority	Administrative empowerment
		0.57	0.63	0.60	After giving the required information	
		0.65	0.68	0.67	After engagement	
				0.57	Customers service	Organizational performance
				0.56	Customers loyalty	
Sig level 0.00	Chi-square 137.78	51.35%	% from the dependent variables	35.02%	Explained variance ration from independent variables	

Table 1 clarifies the relation between the administrative empowerment variables and the organizational performance variables.

The results showed the presence of a relation of the administrative empowerment variables and the organizational performance variables. It is found that the influencing relation of the administrative empowerment on the organizational performance explained (35.02%) of the administrative empowerment variables of the variance in the organizational performance.

Also, the organizational performance variables explained (51.5%) of the variance from the administrative empowerment variables as indicated by the variables (customers service and customers loyalty).

This result indicates to the presence of mutual canonical relation between the administrative empowerment variables and the organizational performance.

The canonical correlation loads ratios between the administrative empowerment dimensions with the organizational performance reached (0.67, 0.60, 0.49, 0.49) since the engagement and the participation had the higher loading ratio.

Also, the organizational performance loading ratios (customers service and customers loyalty) on the administrative empowerment were (0.56, 0.57), this indicates to the presence of approximation of the organizational performance loading ratios on the

administrative empowerment structure weight absorption coefficient between the administrative empowerment dimensions (trainings, providing the required information, dedicating the authority & participation) and customers service were as follows (0.49, 0.48, 0.63, 0.68) respectively, and the structure weight coefficient and customers loyalty were respectively (0.65, 0.57, 0.49).

And the canonical coefficient between the study's independent variables and the dependent variables pertaining to the organizational performance in (customers service and customers loyalty reached (0.74). to test the canonical correlation significance (Chi-square test was performed that reached (137.78) with significance level less than (0.05) in the frame of the results illustration it is possible to infer the presence of a linear canonical relation between the administrative empowerment variables and the organizational performance variables (customers service and customers loyalty) under significance level ($\alpha \leq 0.05$).

10.2 The Second Hypothesis

There is no effect on statistically significance of the administrative empowerment variables on the organizational performance variable.

To answer this hypothesis, the multiple regression analysis was used to extract the impact of the administrative empowerment variables on the organizational performance variable.

Table 2
Results of the Multiple Regression Analysis of the Impact of the Administrative Empowerment Variables on the Organizational Performance Variable

Sig	T calculated	B regression coefficient	Sig	DF degree of freedom	F calculated	(R ²)	(R)	Depended variable
0.12	0.55	0.11	0.00	4	46.49	0.531	0.729	Organizational performance
		After training		Between the groups				
0.24	0.18	0.09		166				
		After dedicating the authority		between				
0.00	0.92	0.28		170				
		After giving the required information		Total				
0.00	4.71	0.38						
		After (engagement participation)						

It is clear from Table 2 that the multiple correlation coefficient of the impact of the administrative empowerment variables on the organizational performance variable reached (0.729) and its *F* statistical value reached 46.49 and it is with significance value at level 0.05 and less. Also, the determination coefficient of the impact of the administrative empowerment variables on the organizational performance un-explained by the administrative empowerment variables, so we reject the null hypothesis and accept the alternative hypothesis that states "the presence of impact with statistically significance of the administrative empowerment on the organizational performance variable", through reviewing β value for the administrative empowerment variables, it is found that β value for the field "giving

the required information" reached 0.28, and *t*-value for it was 3.92 which is significant at level 0.05 and less, this indicates to the presence of positive influence on the organizational performance also β value for the variable "engagement" "participation" reached (0.38) and its *t*-value was (4.71) which is significant at level 0.05 and less, it indicates to the presence of positive influence on the organizational performance.

While the training and dedicating the authority variables β value for them was (0.09 and 0.11) respectively, and *t*-statistical value was (1.18, 1.55) both are not significant at level (0.05) and less. So there is a positive influence of both giving the required information and engagement participation) on the organizational performance, and the value that they explained from the

variance together was (53.1%) from the total variance in the organizational performance.

10.3 The Third Hypothesis

Ho3: There is no impact of the stepwise administrative

empowerment variables on the organizational performance (customers service and customers loyalty).

To answer this hypothesis, the stepwise multiple regression analysis was used. Table 3 shows the results.

Table 3
Results of the Stepwise Multiple Regression Analysis of the Impact of the Significant Differences Between the Administrative Empowerment Variables on the Organizational Performance After Serving the Customers

Sig	F value	R ² change	Standard determination coefficient	Determination coefficient	Correlation coefficient	Variable
0.00	149.12	0.47	0.47	0.47 166	.685a	Engagement
0.00	21.51	0.16	1.52	0.53	.727b	Training
0.05	3.91	0.01	0.53	0.54	.735c	Giving the required information

It's clear from Table 3 that the multiple correlation coefficient reached for the study's independent variables the administrative empowerment variables (engagement, Participation, training, and giving the required information) collectively (0.73), and the value of all variables contribution together reached (54%) while the contribution of the administrative empowerment variables individually was for the variables (participation) engagement training and giving the required information (1%, 6%, 47%) respectively, and all the statistical values for F were

significant at level (0.05) and less, while dedicating the authority did not reach the effect of statistically significant level. This indicated to the presence of deference in the coefficient values of the empowerment variables (engagement, participation, training and giving the required information) on the organizational performance variable after serving the customers, so there is an impact with statistically significance between the administrative empowerment variables on the organizational performance after serving the customers.

Table 4
Results of Analyzing the Stepwise Multiple Regression for an Impact With Significant Differences Between the Administrative Empowerment Variables on the Organizational Performance After Customers Loyalty

Sig	F value	R ² change	Standard determination coefficient	Determination coefficient	Correlation coefficient	Variable
0.00	149.12	0.47	0.47	0.47 166	.685a	Engagement
0.00	124.65	0.42	0.42	0.42	.652a	Engagement
0.00	11.57	0.04	0.04	0.46	.679b	Giving the information
0.01	6.37	0.02	0.47	0.48	.694c	Dedicating the authority

It's clear from Table 4 that the multiple correlation coefficient reached for the study's independent variables the administrative empowerment variables (engagement, Participation, training, and giving the required information and delectating the authority) collectively (0.694), and the value of contribution of all the administrative empowerment variables individually were for the engagement (participation, giving the required information and delectating the authority (2%, 4%, 92%) respectively, and statistical values had statistically significance at level 0.05 and less, while training did not reach its influence value level of statistical significance .

This indicates to the presence of difference in the coefficients values that influence the empowerment variables participation (participation), (giving the required information and delectating the authority) on the organizational performance variable after the customers

loyalty.

So, there an impact with significant differences between the administrative empowerment on the organizational performance after the customers loyalty.

CONCLUSION

(a) The presence of canonical correlation between the administrative empowerment variables (training, giving the required information, delectating the authority, and engagement) and the organizational performance variables (customers service and customers loyalty) the Jordanian industrial companies of significance level ($\alpha \leq 0.05$).

(b) The presence of impact with statistically significance of the administrative empowerment variables on the organization performance variable at significance level ($\alpha \leq 0.05$)

(c) The presence of impact with significant differences between administrative empowerment variables on the organizational performance of after customers service and after customers.

RECOMMENDATIONS

Based on the results that the researcher had reached following recommendations presented:

(a) The work to disseminate the administrative empowerment culture between the workers at the Jordanian industrial companies through enhancing the organizational values and traditions to motivate this.

(b) The interest in developing the employees capabilities and training them according to scientific programmes aim at developing their capabilities and improving their performance level, this requires the establishment of short and middle term training programmes to train and encourage the employees, supporting them to continue the learning in all fields related to their work, which the necessity providing the opportunity for applying the acquired skills from the training.

(c) The expansion in delegating the authorities to the workers and engaging them in drawing the policies and making the decisions related to their work through the work teams or the committees to rise their morals and to support the trust climate and the mutual cooperation between them and contributing to the success of the administrative empowerment.

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