

## The impact of administrative empowerment on the job satisfaction of employees



Samer Ahmed Al Naggar\*

Department of Public Administration, Northern Border University, Arar, Saudi Arabia

### ARTICLE INFO

#### Article history:

Received 22 January 2022

Received in revised form

12 April 2022

Accepted 2 May 2022

#### Keywords:

Administrative empowerment

Employee motivation

Job satisfaction

### ABSTRACT

Recognizing the significance of administrative empowerment and job satisfaction is vital in improving the organization's human resource efficiency. So, the purpose of this study is to see how administrative empowerment affects employee satisfaction at the Directorate of Health in the Northern Border Region. The study used descriptive and analytical methodology. The questionnaire was distributed to 167 employees found in the Directorate of Health in the Northern Border Region. The study found several results, the most important of which is the existence of the impact of administrative empowerment with its five dimensions (participation in decision-making-effective communication-employee motivation-training, and continual education-teamwork) explained by 67% of the variance in the level of job satisfaction of the employees. The main recommendation of the study was to strengthen teamwork, consolidate cooperation, linking the material and moral incentives with a set of objective standards to increase employees' motivation towards teamwork and thus increase job satisfaction besides, increasing opportunities for participation in policymaking. Moreover, efforts should be exerted to establish robust internal communication channels that serve various administrative fields and enable workers to increase their capabilities and job skills.

© 2022 The Authors. Published by IASE. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>).

### 1. Introduction

Organizations adapted to different changes and challenges to achieve goals, and these issues urged organizations to reinvest in human resources by adopting modern management concepts. Frequently organizations seek to engage leaders and workers in the decision-making process, as well as build trust between management and workers which is embodied in freedom, autonomy, motivation to work collectively, and teamwork instead of rigid hierarchy in the institution all these stuff are granted to employees. The top management tends to support employees in addition to the adoption of an administrative empowerment strategy, abandoning the idea of centralization in decision making and transforming from the traditional administrative style to the open democratic style that allows the

empowerment of human resources, and lead to innovation and creation.

For public service organizations to be more appropriate and adaptive to the current conditions and more progressive and capable to achieve efficiency and effectiveness that is reflected in the quality of service provided to the citizens, they should apply administrative empowerment to their human resources.

In past decades, the idea of subordination was dominated as a traditional model management that opened the way for more democratic approaches including participatory decision-making. The basic concept for the different management styles is empowerment which gives employees empowerment to enjoy containing take responsibility for on for whereas. Whereas the managers were shifted from control to facilitation and coordination of work activities, as is less concentration on decision making, and more concentration on good communication, and leadership. Furthermore, one of the essential roles of managers is to help team members to develop confidence and skills to make good decisions and maximize capabilities (Watson, 2003).

However, Bowen and Lawler (1992; 1995) are among few scholars who have stated that

\* Corresponding Author.

Email Address: [egy7007@gmail.com](mailto:egy7007@gmail.com)

<https://doi.org/10.21833/ijaas.2022.07.020>

Corresponding author's ORCID profile:

<https://orcid.org/0000-0002-6005-7100>

2313-626X/© 2022 The Authors. Published by IASE.

This is an open access article under the CC BY-NC-ND license

(<http://creativecommons.org/licenses/by-nc-nd/4.0/>)

empowerment cannot be tested overnight, nor can it be maintained as "quick reforms" or 'medical consultation.' Rather, they asserted, that empowerment requires a set of preconditions including communication, authority, information, incentives, knowledge, and skills.

Administrative empowerment is defined as a "method of personnel management approach that allows group members to exercise decision-making that relates to day-to-day affairs at the workplace.

Also, it was defined as "the process of acquiring power, decision making, and awarding confidence to employees in a way that it helps to set plans and programs and prepare scenarios for the

development of individuals' leadership capabilities within organizations and employing these decisions to improve employee's performance and behavior to increase the productivity of the institution."

Administrative empowerment dimensions Scholars are not agreed on the dimensions of administrative empowerment due to the different visions and philosophies of each scholar. This variation among scholars led to the emergence of different and multiple types of dimensions of administrative empowerment. A set of administrative empowerments can be shown in the following [Table 1](#).

**Table 1:** Views of researchers on dimensions of administrative empowerment

Dimensions	Reference
Feeling competent at work; Feeling effective at work; Feeling sensible at work; Feeling of having confidence in others; Feeling self-sufficient in the job	<a href="#">Zarandi et al. (2017)</a>
Delegation of authority; Motivation; Decision Making; Training; Communication	<a href="#">Gobary (2018)</a>
Delegation of authority; Self-motivation; Teamwork; Personal Development; Effective Communication	<a href="#">Alfadli and Al-Mehaisen (2019)</a>
Communication and Information Flow; Delegation of Authority; Group Work; Decision Making; Self-Motivation	<a href="#">Aldaihani (2020)</a>
Delegation of Authority; Teamwork; Staff training; Effective communication	<a href="#">Al-Omari et al. (2020)</a>
Delegation Authority; Independence; Learning and training; Institutional Performance	<a href="#">Al Maani et al. (2020)</a>
Delegation of authority; Administrative support; Participation Teamwork; Communication	<a href="#">Kiral (2020)</a>
Delegation of Authority; Teamwork; Training; Motivation; Effective Communication	<a href="#">Alkaser (2021)</a>
Delegation of authority; Self-motivation; Teamwork; Decision-making participation	<a href="#">Alkrdem (2021)</a>
Team works; Independence; Training	<a href="#">Abdeldayem et al. (2021)</a>

The present study attempts to investigate the impact of administrative empowerment on workers of the Health Directorate in the Northern Border Region in the Kingdom of Saudi Arabia. Referring to the importance of empowerment as a management style it encourages participation in the decision-making process and enhances the job satisfaction of employees, which has impeded imprecation of the level of health service quality provided to citizens. Therefore, the research problem can be formulated as follows.

The major question is to what extent there is a relationship between administrative empowerment and job satisfaction? Or to what extent administrative empowerment contributes to raising the level of job satisfaction, which in turn helps in the improvement and increases the employees' performance rates. Set Several questions are emerging from this major question, which can be summarized as follows:

- Is there any difference between the point of view of the oxeys of the Directorate of Health in the Northern Border Region in terms of the administrative empowerment of dimensions?
- Is there a statistically significant relationship between the dimensions of administrative empowerment (participation in decision-making-training and continuing education-effective communication employee motivation-teamwork) and the level of job satisfaction?

The importance of this study stems from the following:

- Understanding the important role of administrative empowerment and job satisfaction and its impact on enhancing the efficiency of human resources in the organization.
- Disseminating administrative awareness through addressing the issue of administrative empowerment as an integrated administrative strategy that contributes to increasing employees' awareness of their potential, which contributes to the enhancement of job satisfaction.
- Identifying the health sector needs to enhance the application of empowerment to provide excellent health services to citizens.
- Presenting some recommendations that would improve the level of human resources performance.

The objectives of this study are as follows:

- To explain the important role of administrative empowerment and job satisfaction and its impact on the promotion of employees.
- To provide an enabling work environment to contribute to the increase of workers' awareness of the dimensions of administrative empowerment and improvement of the level of job satisfaction.
- To identify the impact of the dimensions of administrative empowerment on the level of job satisfaction of employees.
- To present some recommendations that would help in the development of administrative practices, administrative empowerment job satisfaction of employees.

- To clarify the relationship among the study variables depending on the appropriate statistical tools.

## 2. Literature review

Al-Qahtani et al. (2021) aimed to explore the empowerment of women working as faculty members and managers in the Kingdom of Saudi Arabia. The study showed that women's empowerment is higher among faculty members than the administrative personnel. Elharby (2021) aimed at identifying the level of administrative empowerment of heads of academic departments at Qassim University. The study showed that there is a positive correlation between the performance of faculty members and the administrative empowerment of heads of academic departments. Al-Rasheed (2020) aimed at identifying the level of practicing administrative empowerment with its dimensions (granting power, participating in decision-making, qualification and training, teamwork and group work, and developing creative behavior) among women leaders in departments of science and medical studies at King Saud University, the study showed that there is a positive relationship between the dimensions of administrative empowerment and the degree of application of the principles of total quality management. Al Maani et al. (2020) aimed at examining the level of administrative empowerment dimensions (delegation of powers, independence, education, and training) at the level of institutional performance the dimensions include (commitment to quality standards, achieving goals, and employee performance). The results showed that there is a significant statistical effect of the level of administrative empowerment common dimensions on institutional performance at Al Ain University.

Aldaihani (2020) aimed to reveal the relationship between administrative empowerment and job satisfaction. In addition, it aimed to identify any statistically significant differences in the responses of the study sample about administrative empowerment of employees and job satisfaction attributed to the study variables (gender and experience years). Finally, the study sought to determine the possibility of predicting the level of job satisfaction among Kuwait University employees through administrative empowerment. The results showed that Kuwait University employees had enjoyed medium levels of administrative empowerment. On the other hand, the employees had high levels of job satisfaction. A statistically positive correlation was found between job satisfaction and administrative empowerment.

Alfadli and Al-Mehaisen (2019) aimed to evaluate administrative empowerment among newly appointed employees in intermediate schools in the city of Riyadh Al-Khebra in the Kingdom of Saudi Arabia. The study resulted in a medium level of administrative empowerment among newly appointed employees in the intermediate schools in

Riyadh Al-Khebra. Al-Asoufi and Akhorshaideh (2017) studied the impact of employee empowerment on the success of organizational change in private institutions in Jordan. The study prevailed that there is a statistically significant impact of employee empowerment on the success of the organizational change. Khalayleh et al. (2017) aimed to investigating-depth the concept and characteristics of administrative empowerment, administrative empowerment, and management strategy, administrative empowerment, and total quality management, empowerment styles, management theories, and the role of administrative empowerment in the performance of teamwork through reviewing books, researches, studies, periodicals and published scientific articles.

Hanaysha (2016) aimed to examine the effects of three factors mainly administrative empowerment, teamwork, and employee training on organizational commitment in the Malaysian higher education context. The findings indicated that employee empowerment has a significant and positive impact on organizational commitment. The effect of teamwork on organizational commitment was also found to be positive and statistically significant.

Al-Madadha (2016) aimed to examine the impact of the integrative approach of empowerment on the creative performance of employees for a group of Jordanian banks. The study discussed the nature of the three major approaches of empowerment that have been examined in the literature: empowering leadership, climate empowerment, and psychological empowerment, and the influence of these approaches on the creative performance of employees. The results have shown that leadership empowerment has a positive impact on both the climate of empowerment and psychological empowerment. Furthermore, the climate of empowerment has a positive effect on psychological empowerment, whereas psychological empowerment has a positive effect on the creative performance of employees in Jordanian.

Toropova et al. (2021) investigated the relationships between the level of teacher job satisfaction and working conditions in the school. The results have shown state historically significant relationship between working conditions in the school and teacher job satisfaction.

Ali and Anwar (2021) aimed at examining the relationship between the level of employee satisfaction and work motivation. The results showed a significant correlation between the level of employee satisfaction and work motivation.

Torlak et al. (2021) investigated the relationships between planned behavior, fatigue, general job satisfaction, and organizational citizenship behavior of nurses working in three public hospitals in Iraq. The results showed that the attitude of nurses towards their behavior has impacted positive fatigue and general job satisfaction, while the self-standards and control in behavior hazing fitment and positive facts on fatigue.

Côté et al. (2021) studied the relationship between the level of organizational support as a mediating variable between work and job satisfaction. The results showed that presenteeism is negatively related to participation in work and job satisfaction. Second participation in work is considered as one of the factors that affect satisfaction. Third, the perceived organizational support modifies the correlation between participation in work and job satisfaction so that at a low level of participation in work, the feeling of support by the organization makes a difference in job satisfaction.

Purwanto et al. (2021) figured out the effect of transformational leadership, organizational commitment, and job satisfaction on citizenship behavior in secondary schools in Banten County. The results of the study showed that transformational leadership has a positive and significant effect on organizational citizenship behavior, job satisfaction has a positive and significant effect on organizational citizenship behavior, and organizational commitment has a positive and significant effect on organizational citizenship behavior.

Gopinath (2021) investigated the effect of job satisfaction as a mediating variable between organizational commitment and employees' loyalty to the organization. The results showed that the work environment provides a positive relationship with job satisfaction. Said and El-Shafei (2021) assessed occupational stress, job satisfaction, and intention to turnover among nurses dealing with patients suspected of being infected with COVID-19 in Egypt. The results revealed an inverse relationship between the level of occupational stress and the level of job satisfaction among nurses.

Wu et al. (2021) aimed to examine the effect of job satisfaction as a mediating variable between work stress and the dimensions of job fatigue. The results showed a negative relationship between job fatigue and the level of job satisfaction, also, there is a positive relationship between work stress and job fatigue. Badrianto and Ekhsan (2020) examined the impact of work environment and job satisfaction on employee performance. The results showed that the changing work environment and job satisfaction have a positive and significant effect on employee performance, partially and simultaneously.

Lambert et al. (2020) aimed to investigate the effect of distributive and procedural justice on job satisfaction and organizational commitment of reformatory employees. The results revealed that the dimensions of organizational justice, namely distributive justice and procedural justice, had significant and positive effects on job satisfaction, while their negative effects on organizational commitment. Díaz-Carrión et al. (2020) aimed to study the comparison of working conditions and job satisfaction between blocs of European countries that have similar institutional characteristics.

Scanlan and Still (2019) explored the relationships between fatigue, turnover intention, and job sites, factored on specific job requirements

and work resources available in the workplace. The results showed that job satisfaction, turnover intention, and fatigue were strongly correlated. The job resources of rewards and recognition, job control, feedback and participation with fatigue, turnover intention, and job satisfaction. In addition, job-related emotional demands, shift work, and interference between work and home have been associated with exhaustion resulting from fatigue.

The literature review as the body of previous studies can be summarized in the following points:

- Previous studies focused on the importance of administrative empowerment and job satisfaction in increasing in efficiency and effectiveness of organizations.
- The administrative empowerment approaches are varied some of them focused mainly on work turnover, job satisfaction, and organizational citizenship behavior, and other approaches focused on trust, organizational conflict management, organizational, loyalty, and organizational commitment, as well as job performance in general.
- The studies on job satisfaction also varied, some of them focused on organizational commitment and organizational citizenship behavior, while others focused on transformational leadership and personality traits, as well as the quality of work and organizational climate.
- Lack of studies that addressed the impact of administrative empowerment dimensions on job satisfaction in government agencies.

### 3. Methodology of the study

To achieve the study objectives and to detect the impact of administrative empowerment on the job satisfaction of employees, the authors relied on the descriptive approach. A questionnaire is developed to collect the primary data. The questionnaire was developed and analyzed to derive and interpret the relationship between the variables of the study.

From the above-mentioned questions and research objectives, several research hypotheses may be set as follows.

#### 3.1. Hypotheses of the study

The hypotheses of the study are formulated as follows:

**H1:** There is no statistically significant effect between administrative empowerment with its dimensions (participation in decision-making-training and continuing education-effective communication-motivating employees-teamwork) and the level of job satisfaction among employees.

**H2:** There is no statistically significant effect between the dimension of participation in decision-making as one of the dimensions of administrative empowerment and the level of job satisfaction among employees.

**H3:** There is no statistically significant effect between the training and continuing education dimension as one of the dimensions of administrative empowerment and the level of job satisfaction among employees.

**H4:** There is no statistically significant effect between the effective communication dimension as one of the dimensions of administrative empowerment and the level of job satisfaction among employees.

**H5:** There is no statistically significant effect between the dimension of motivating workers as one of the dimensions of administrative empowerment and the level of job satisfaction among employees.

**H6:** There is no statistically significant effect between the collective work dimension as one of the dimensions of administrative empowerment and the level of job satisfaction among employees.

**4. Data collection tool**

In light of the research hypotheses and their variables, the researcher designed a questionnaire that included 33 phrases. The questionnaire was organized into two parts as follows:

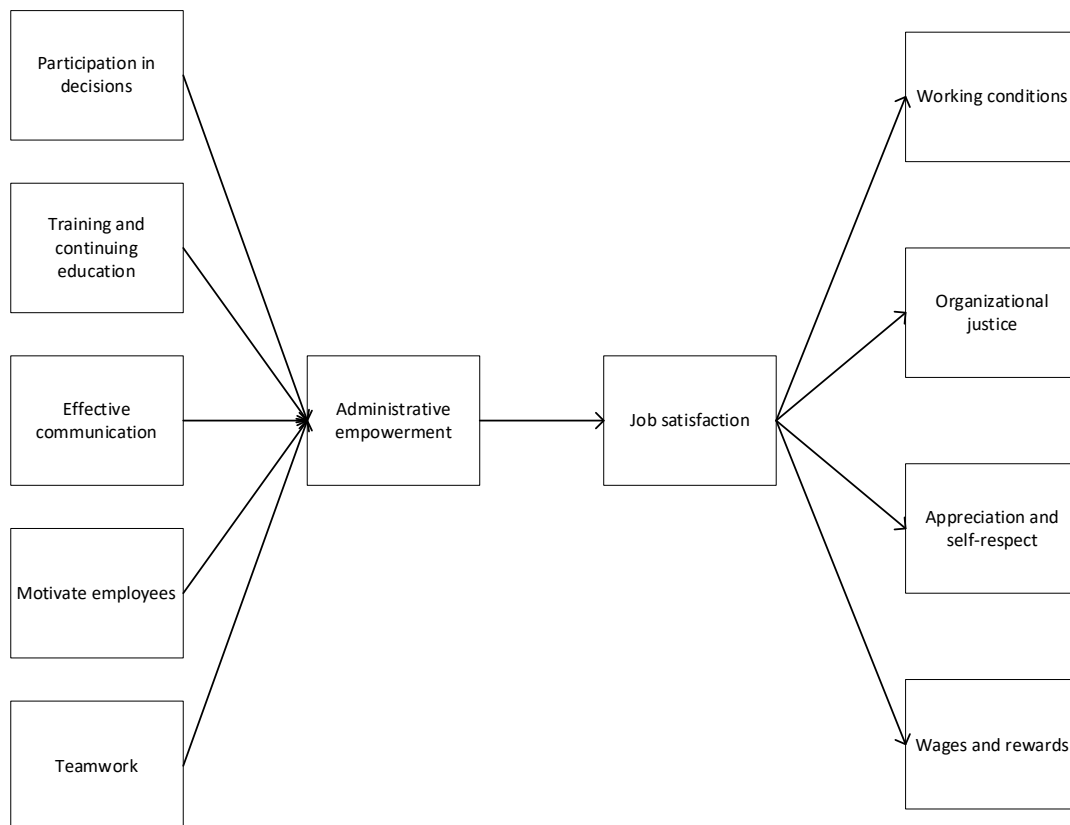
- The first section aims to measure the dimensions of administrative empowerment (the independent variable) by using 20 phrases distributed as the following:
- Participations-making phrases (from phrase No. 1 to phrase No. 4).

- Training and continuing education phrases (from phrase No. 5 to phrase No. 8).
- Effective communication phrases (from phrase No. 9 to phrase No. 11).
- Motivating the employee’s phrases (from phrase No. 12 to phrase No. 16).
- Group work phrases (from phrase No. 17 to phrase No. 21).

▪ The second section aims to measure job satisfaction (the dependent variable) and it was measured using 12 expressions distributed as the following:

- Working conditions phrases (from phrase No. 1 to phrase No. 3).
- Organizational justice phrases (from phrase No. 4 to phrase No. 6).
- Appreciation and self-esteem phrases (from phrase No. 7 to phrase No. 8).
- Wages and bonuses (from phrase No. 9 to phrase No. 12).
- The five-point Likert scale was used in the questionnaire, ranging from No. 1 strongly disagree, to No. 5 strongly agree

The population consists of all employees of the Directorate of Health in the Northern Border Region in the Kingdom of Saudi Arabia with its 3 branches. The researcher drew a stratified random sample from the employees of the Health Directorate in the Northern Border Region. Fig. 1 shows the model used in this study.



**Fig. 1:** Study model

## 5. Result

### 5.1. Descriptive statistics

Table 2 shows that the sample's opinions on the dimensions of administrative empowerment were medium, ranging between 2.32 as a minimum and 3.89. Training of employees was the first with an average of 3.89, and this is due, in my point of view, to the fulfillment of the requirements of promotion to the highest ranks, which is to take training courses. On the other hand, the element of participation in decision-making accompanied by the extent to which higher ranks are content with adapting, was 2.32 less than between which may cause negative effects or disruption in work as a result of the leadership's lack of faith in the delegation, and therefore the future negatives may occur, such as employees' lack of confidence in doing their work or undermining their qualifications to take responsibility. About to job satisfaction, it was found that the sample's opinions were average, with an arithmetic mean of 2.71, and this may be due to the employees' feeling that they have not given necessary evidence to assume their responsibilities or taken their opinions. These factors degrade the expected job satisfaction because confidence in their abilities to perform well and lead raises their morale and increases their motivation to exert efforts at work and unleash the potential of the employees, and hence reach the desired level of job satisfaction.

Wages and rewards came in the first place with an arithmetic mean of 3.10, and this is due to the high level of salaries and wages that prevails in Saudi Arabia, but the element of appreciation and self-respect was less than the average and it amounted to 2.24 and this shows the employees' dissatisfaction with their administration negative view towards their abilities to present creative ideas which also degrades job satisfaction based on the above-mentioned does the current Hypothesis is consistent with the studies of Al-Madadha (2016) and Al Maani et al. (2020).

### 5.2. Hypothesis tests

There is no statistically significant effect of the dimensions of administrative empowerment (participation in decision-making-training and continuing education-effective communication-motivating employees-teamwork) on the employees' job satisfaction level. This hypothesis is divided into the following sub-hypotheses:

- The first sub-hypothesis: There is no statistically significant effect of participation in decision-making on employees' job satisfaction.
- The second sub-hypothesis: There is no statistically significant effect of training and continuing education on job satisfaction.
- The third sub-hypothesis: There is no statistically significant effect of administrative empowerment on the level of job satisfaction.

- The fourth sub-hypothesis: There is no statistically significant effect of motivating workers on the level of job satisfaction.
- The fifth sub-hypothesis: There is no statistically significant effect of collective work administrative empowerment on the level of job satisfaction.

Table 3 shows that there is an average direct correlation between the dimensions of participation in decision-making and the level of job satisfaction, where the value of the correlation coefficient is 0.581.

There is also a strong direct correlation between the dimensions of training and continuing education and the level of job satisfaction, where the value of the correlation coefficient is 0.891. A strong direct correlation between the effective communication dimension and the level of job satisfaction exists as the value of the correlation coefficient is 0.912.

There is also a strong direct correlation between both the dimension of employee motivation and the level of job satisfaction, as the value of the correlation coefficient is 0.863. While there is a medium direct correlation between the dimension of teamwork and the level of job satisfaction, where the value of the correlation coefficient is 0.567. All these correlations were significant at the level of 0.01.

Based on the foregoing, there is an intermediate direct correlation between the dimensions of administrative empowerment (participation in decision-making-training and continuing education-effective communication-employee motivation-teamwork) and the level of job satisfaction, based on the above-mentioned does the present study is consistent with the studies of Aldaihani (2020) and Alfadli and Al-Mehaisen (2019).

Table 4 shows that there is a statistically significant effect of instructive empowerment on the level of job satisfaction, where the value of T is 9.895 at significant a significant level of 0.000. The coefficient of determination is 0.67%. This means that the dimension of administrative empowerment explains 67% of other f variations in job satisfaction.

Table 5 shows that there is a statistically significant effect of the dimension of participation in decision-making as one of the dimensions of administrative empowerment on the level of job satisfaction, where the value of T is 7.624 at a significance level of 0.000. The coefficient of determination is 0.25. This means that the dimension of participation in decision-making explains 25% the of variation in job satisfaction. based on the above-mentioned the current Hypothesis is consistent with the studies of Al-Madadha (2016) and Al Maani et al. (2020).

Table 6 shows that there is a statistically significant effect of the dimension of training and continuing education as one of the dimensions of administrative empowerment on the level of job satisfaction, where the value of T was 8.877 at the significance level of 0.000. The coefficient of determination is 0.65. This means that the dimension of training and continuing education

explains 65% of the variation in job satisfaction based on the above-mentioned the current

Hypothesis is consistent with the studies of Al-Rasheed (2020).

**Table 2:** The significance of the respondents' answers trend of the dimensions of administrative empowerment and job satisfaction

Phrase No.	Dimension	Mean	Standard deviation
<b>Participation in decisions (X1)</b>		2.327	1.45025
1	Management delegates authority to facilitate conducting my job duties.	2.567	1.578
2	I enjoy independence in making decisions concerning my work.	2.208	1.437
3	I enjoy management confidence when participating in decision-making king.	2.435	1.447
4	He completes flexibility to perform my work in a good manner.	2.098	1.339
<b>Training and Continuous Education (X2)</b>		3.8925	1.13067
5	Management provides opportunities for learning and acquiring new skills.	3.901	1.1012
6	There is a clear scheduled plan for training.	3.780	1.1145
7	Management seeks to spread c true of continuous improvement.	4.010	1.109
8	Management adopts the feedback concept as a method for continuous improvement.	3.880	1.198
<b>Effective Communication (X3)</b>		3.1145	1.24233
9	Management provides a clear organizational guide of the procedures that should be followed to carry out the tasks in all departments.	4.409	1.2398
10	There are modern and effective means of communication available.	4.040	1.2394
11	Ease of communication with the administration is available due to the presence of an effective electronic system that facilitates the exchange of information among the departments.	4.009	1.2478
<b>Motivating Employees (X4)</b>		3.557	1.38254
12	I am well motivated to achieve the goals of the organization.	3.113	1.356
13	Management encourages me to do well at work and to take relevant decisions.	4.576	1.321
14	Efficiency and effectiveness are the basic criteria for promotion and career advancement.	3.090	1.4597
15	Efficiency and effectiveness are the main criteria for granting material and moral incentives	3.908	1.397
16	Management offers many incentives to employees that are fairly distributed.	3.098	1.379
<b>Teamwork (X5)</b>		2.87830	1.28216
17	Understanding, cooperation, and appreciation prevail among my colleagues in the team in which I work.	2.789	1.2435
18	Teamwork affects me positively, generates latent energies, and increases my ability to give and interact with my colleagues.	2.892	1.3076
19	Teamwork helped me to make many friendships and distinguished social relationships which increase mutual respect among our colleagues.	2.984	1.3597
20	I feel appreciated by my colleagues for my teamwork efforts thus working collectively helps to raise cooperation spirit and interconnection among them which leads to good results.	2.684	1.2432
21	Teamwork reduces workload and creates an atmosphere of creative thinking and fruitful cooperation.	2.997	1.2568
<b>Dimensions of job satisfaction</b>			
<b>Working Conditions (Y1)</b>		2.7883	1.25663
1	Physical and environmental working conditions are suitable and allow me to work comfortably.	2.892	1.234
2	Availability of effective means of communication between management and employees allows them to express their opinions and have their voices heard.	2.684	1.2983
3	There are safety means at my workplace that protect me from dangers.	2.789	1.2376
<b>Organizational Justice (Y2)</b>		2.736	1.3286
4	Opportunities for career advancement to higher ranks are available.	3.098	1.329
5	The administration allows me satisfactory powers of authority, and freedom to act and take appropriate decisions.	2.457	1.328
6	A feeling of stability and job security prevails at my workplace	2.653	1.329
<b>Wages and Bonuses (Y3)</b>		3.101	1.2861
7	Wages offered by the employer are commensurate with the effort made.	3.113	1.2943
8	Satisfactory material and moral incentives are appropriate for the effort made at work.	3.090	1.278
<b>Appreciation and self-esteem (Y4)</b>		2.245	1.3038
9	I enjoy my colleague's confidence when working or coordinating with them.	2.786	1.342
10	Training courses offered by the employer help me develop my skills and gain new experience.	3.789	1.309
11	My work provides me with progress and gives me creative opportunities that help me develop my abilities and be creative.	2.54	1.2678
12	My employer organizes work methods and procedures in an easy and clear connection, which provides accurate and clear information to perform work in an office and efficient manner.	2.653	1.2967
<b>Job satisfaction (Y5)</b>		2.7177	1.2937

**Table 3:** Matrix of correlation coefficients between study variables

Variables	Participation in decision making	Training and continuing education	Effective communication	Motivate employees	Teamwork	Job satisfaction
Participation in decision making	1					
Training and continuing education	.891**	1				
Effective Communication	.943**	.912**	1			
Motivate employees	.963**	.748**	.863**	1		
Teamwork	.638**	.571**	.637**	.567**	1	
Job satisfaction	.562**	.488**	.491**	.466**	.581**	1

\*\* Significant at 0.01

**Table 4:** The effect of the dimensions of administrative empowerment on the level of job satisfaction

Independent variables	$\beta$	Standard error	Beta	(T) Calculated	Sig.	R	R <sup>2</sup>
Administrative empowerment in general	0.589	0.045	0.41	9.895	0.000	0.41	0.67

**Table 5:** The effect of the dimensions of participation in decision-making on the level of job satisfaction

Independent variables	$\beta$	Standard error	Beta	(T) Calculated	Sig.	R	R <sup>2</sup>
Participation in decision making	0.390	0.190	0.55	7.624	0.000	0.55	0.25

**Table 6:** The effect of the dimensions of Training and Continuing Education on the level of job satisfaction

Independent variables	$\beta$	Standard error	Beta	(T) Calculated	Sig.	R	R <sup>2</sup>
Training and continuing education	0.489	0.055	0.61	8.877	0.000	0.61	0.65

Table 7 shows that there is a statistically significant effect of the dimension of effective communication as one of the dimensions of administrative empowerment on the level of job satisfaction, where the value of T reached 5.587 at the level of morality of 0.000. The coefficient of

determination is 65. This means that the dimension of effective communication plain the 65% of the variation in job satisfaction based on the above-mentioned does the current Hypothesis is consistent with the studies of [Al-Rasheed \(2020\)](#) and [Al Maani et al. \(2020\)](#).

**Table 7:** The effect of the dimensions of Effective Communication on the level of job satisfaction

Independent variables	$\beta$	Standard error	Beta	(T) Calculated	Sig.	R	R <sup>2</sup>
Effective communication	0.489	0.055	0.61	8.877	0.000	0.61	0.65

Table 8 shows that there is a statistically significant effect of the dimension of employees' motivation as one of the dimensions of administrative empowerment on the level of job satisfaction, where the value of T was 8.837 at the significance level of 0.000. The coefficient of

determination is 0.37. This means that the dimension of employees' motivation explains 37% variety variate the job satisfaction based on the above-mentioned does the current Hypothesis is consistent with the studies of [Al-Madadha \(2016\)](#).

**Table 8:** The effect of the dimensions of motivating employees on the level of job satisfaction

Independent variables	$\beta$	Standard error	Beta	(T) Calculated	Sig.	R	R <sup>2</sup>
Motivate employees	0.449	0.051	0.64	8.837	0.000	0.64	0.37

It is clear from Table 9 that there is a statistically significant effect of the dimension of teamwork as one of the dimensions of administrative empowerment on the level of job satisfaction, where the value of T was 9.932 at a significance level of 0.000.

The coefficient of determination is 0.37 Which means that the dimension of teamwork explains 37% of the tribalization job satisfaction based on the above-mentioned the current Hypothesis is consistent with the studies of [Al-Rasheed \(2020\)](#) and [Elharby \(2020\)](#).

**Table 9:** The effect of the dimensions of Teamwork on the level of job satisfaction

Independent variables	$\beta$	Standard error	Beta	(T) Calculated	Sig.	R	R <sup>2</sup>
Teamwork	0.449	0.051	0.64	8.837	0.000	0.64	0.37

Based on the foregoing, we conclude that the first main hypothesis and the sub-hypotheses are incorrect, which states that "there is no significant effect of the dimensions of administrative empowerment (participation in decision-making-training and continuing education-effective communication-motivating employees-teamwork) on the level of job satisfaction for workers in the local authority application."

## 6. Limitations of the study

This research focused on the impact of administrative empowerment on the job satisfaction of employees of the Directorate of Health employees in the Northern Border Region The study results indicated that all four factors of motivation did have a positive effect on motivation. Based on the foregoing, we conclude that the first main hypothesis and the sub-hypotheses are rejected, which states that "there is no significant effect of the dimensions

of administrative empowerment (participation in decision-making-training and continuing education-effective communication-motivating employees-teamwork) on the level of job satisfaction.

This study was conducted during the year 2020. It was carried out in the Northern Border Region, Directorate of Health in the Kingdom of Saudi Arabia. Moreover, it was conducted within the limits of access to the data that are collected relevant to the day. It also includes all managers and employees in the region.

## 7. Recommendations

Developing organizational policies that increase employees' participation in the formulation of administrative policies, participation in decision-making, and raising workers' awareness of the dimensions of administrative empowerment and its role in improving job satisfaction levels based on the



above-mentioned studies, has the greatest effect on improving the quality of workers' performance.

Management has to show confidence in employees, delegate them with required authority and powers, prepare them to become future leaders and confirm organizational trust between the two parties. Providing employees with opportunities to present their ideas and opinions, encourage them to invent new methods of work that maximize organizational affiliation, and deepens confidence among them which helps to prepare distinguished administrative leaders.

It is important to take the necessary measures to activate teamwork and adopt the work teams style as one of the administrative methods applied in successful organizations, as it is one of the powerful and influential sources of job satisfaction that helps increase the capabilities of individuals and unify their values. Creating opportunities for continuous education and training to raise employees' skills and increase their capabilities to acquire new and distinguished experiences that can enhance their latent energies and increase their self-confidence. All these efforts can lead to efficient products and effective performance of work. Establishing distinct internal communication channels in all directions to coordinate work at various administrative levels so provide information and exchange it easily. This will help to understand decisions, run systems, follow procedures, and establish good relations between leadership and employees that will have a positive effect on their job satisfaction. Material and moral rewards and incentives should be set according to objective standards and measures in line with the dimensions and requirements of job satisfaction, to achieve organizational affiliation and raise job satisfaction levels. Periodic measurements must be adapted to measure the level of employees' awareness of each of the dimensions of administrative empowerment and the level of job satisfaction. Also, to identify the ways and means necessary to permanently raise the level of their awareness of these variables due to the importance of each of the two variables on the level of performance in the organization.

### Acknowledgment

This project was funded by the deanship of Scientific Research, Northern Border University for their financial support under grant No. BA-2017-1-8-F7475. The authors, therefore, acknowledge with thanks DSR's technical and financial support.

### Compliance with ethical standards

### Conflict of interest

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

### References

- Abdeldayem MM, Al Deeb HMA, and Al Shaikh MA (2021). Impact of administrative empowerment on organizational belongingness: Evidence from Bahrain. *International Journal of Information, Business and Management*, 13(3): 114-131.
- Al Maani AI, Al Adwan A, Areiqat AY, Zamil AM, and Salameh AA (2020). Level of administrative empowerment at private institution and its impact on institutional performance: A case study. *Entrepreneurship and Sustainability Issues*, 8(2): 500-511. [https://doi.org/10.9770/jesi.2020.8.2\(30\)](https://doi.org/10.9770/jesi.2020.8.2(30))
- Al-Asoufi BB and Akhorshaidh AHO (2017). The impact of employee empowerment on the success of organizational change: A study in privatized enterprises in Jordan. *Journal of Public Administration and Governance*, 7(1): 87-101. <https://doi.org/10.5296/jpag.v7i1.10849>
- Aldaihani SG (2020). Administrative empowerment among Kuwait University staff and its effect on their job satisfaction. *Journal of Applied Research in Higher Education*, 12(2): 210-229. <https://doi.org/10.1108/JARHE-02-2019-0027>
- Alfadli MA and Al-Mehaisen SM (2019). The reality of administrative empowerment among the recently employed administrators in the intermediate schools. *International Education Studies*, 12(6): 120-133. <https://doi.org/10.5539/ies.v12n6p120>
- Ali BJ and Anwar G (2021). An empirical study of employees' motivation and its influence job satisfaction. *International Journal of Engineering, Business and Management*, 5(2): 21-30. <https://doi.org/10.22161/ijebm.5.2.3>
- Alkaser SA (2021). Implementation of administrative empowerment in tackling organizational problems as perceived by female leaders at Shaqra University. *Journal of Service Science and Management*, 14(6): 585-596. <https://doi.org/10.4236/jssm.2021.146037>
- Alkrdem M (2021). Administrative empowerment and its relationship to remote supervision at public schools. *Journal of Educational and Psychological Researches*, 18(69): 102-121.
- Al-Madadha A (2016). The influence of an integrative approach of empowerment on the creative performance for employees. Ph.D. Dissertation, Cardiff Metropolitan University, Wales, UK.
- Al-Omari Z, Alomari K, and Aljawarneh N (2020). The role of empowerment in improving internal process, customer satisfaction, learning and growth. *Management Science Letters*, 10(4): 841-848. <https://doi.org/10.5267/j.msl.2019.10.013>
- Al-Qahtani AM, Elgzar WT, Ibrahim HA, El-Houfy A, and El Sayed HA (2021). Women empowerment among academic and administrative staff in Saudi universities: A cross-sectional study. *African Journal of Reproductive Health*, 25(1): 60-68.
- Al-Rasheed ST (2020). Administrative empowerment of the women's leaderships of King Saud University and its relationship to the application of quality management. *Journal of Educational and Psychological Sciences*, 4(22): 84-112. <https://doi.org/10.26389/AJSRP.S100120>  
**PMCID:PMC7437987**
- Badrianto Y and Ekhsan M (2020). Effect of work environment and job satisfaction on employee performance in PT. Nesinak industries. *Journal of Business, Management, and Accounting*, 2(1): 85-91.
- Bowen DE and Lawler EE (1992). The empowerment of service workers: What, why, how, and when. *Sloan Management Review*, 33(3): 31-39.
- Bowen DE and Lawler III EE (1995). Empowering service employees. *MIT Sloan Management Review*, 36(4): 73-84.
- Côté K, Lauzier M, and Stinglhamber F (2021). The relationship between presenteeism and job satisfaction: A mediated moderation model using work engagement and perceived

- organizational support. *European Management Journal*, 39(2): 270-278. <https://doi.org/10.1016/j.emj.2020.09.001>
- Díaz-Carrión R, Navajas-Romero V, and Casas-Rosal JC (2020). Comparing working conditions and job satisfaction in hospitality workers across Europe. *International Journal of Hospitality Management*, 90: 102631. <https://doi.org/10.1016/j.ijhm.2020.102631>  
**PMid:32834355 PMCID:PMC7377691**
- Elharby BBH (2020). The administrative empowerment to the heads of the academic departments and its relationship to the performance of the faculty members at al Qassim University. *International Journal of Educational and Psychological Studies*, 10(2): 299-326.
- Gobary AM (2018). The reality of mechanisms of administrative empowerment used by directors of educational institutions. *Egyptian Journal of Social Work*, 6(1): 111-140. <https://doi.org/10.21608/ejsw.2018.9028>
- Gopinath R (2021). Organisational commitment and job satisfaction relationship—a study in private cement factories. *Suraj Punj Journal for Multidisciplinary Research*, 9(5): 444-447.
- Hanaysha J (2016). Examining the effects of employee empowerment, teamwork, and employee training on organizational commitment. *Procedia-Social and Behavioral Sciences*, 229: 298-306. <https://doi.org/10.1016/j.sbspro.2016.07.140>
- Khalayleh WA, Masa'deh R, and Al-Lozi M (2017). Administrative empowerment and its role on the work teams Performance: A literature review. *Journal of Social Sciences (COESandRJ-JSS)*, 6(4): 851-868. <https://doi.org/10.25255/jss.2017.6.4.851.868>
- Kiral B (2020). The relationship between the empowerment of teachers by school administrators and organizational commitments of teachers. *International Online Journal of Education and Teaching*, 7(1): 248-265.
- Lambert EG, Keena LD, Leone M, May D, and Haynes SH (2020). The effects of distributive and procedural justice on job satisfaction and organizational commitment of correctional staff. *The Social Science Journal*, 57(4): 405-416. <https://doi.org/10.1016/j.soscij.2019.02.002>
- Purwanto A, Purba JT, Bernarto I, and Sijabat R (2021). Effect of transformational leadership, job satisfaction, and organizational commitments on organizational citizenship behavior. *Inovbiz: Jurnal Inovasi Bisnis*, 9(1): 61-69. <https://doi.org/10.35314/inovbiz.v9i1.1801>
- Said RM and El-Shafei DA (2021). Occupational stress, job satisfaction, and intent to leave: Nurses working on front lines during COVID-19 pandemic in Zagazig City, Egypt. *Environmental Science and Pollution Research*, 28(7): 8791-8801. <https://doi.org/10.1007/s11356-020-11235-8>  
**PMid:33067794 PMCID:PMC7567651**
- Scanlan JN and Still M (2019). Relationships between burnout, turnover intention, job satisfaction, job demands and job resources for mental health personnel in an Australian mental health service. *BMC Health Services Research*, 19: 62. <https://doi.org/10.1186/s12913-018-3841-z>  
**PMid:30674314 PMCID:PMC6343271**
- Torlak NG, Kuzey C, Sait Dinç M, and Budur T (2021). Links connecting nurses' planned behavior, burnout, job satisfaction, and organizational citizenship behavior. *Journal of Workplace Behavioral Health*, 36(1): 77-103. <https://doi.org/10.1080/15555240.2020.1862675>
- Toropova A, Myrberg E, and Johansson S (2021). Teacher job satisfaction: The importance of school working conditions and teacher characteristics. *Educational Review*, 73(1): 71-97. <https://doi.org/10.1080/00131911.2019.1705247>
- Watson TJ (2003). *Sociology, work and industry*. 4<sup>th</sup> Edition, Routledge, London, UK. <https://doi.org/10.4324/9780203103043>
- Wu F, Ren Z, Wang Q, He M, Xiong W, Ma G, and Zhang X (2021). The relationship between job stress and job burnout: The mediating effects of perceived social support and job satisfaction. *Psychology, Health and Medicine*, 26(2): 204-211. <https://doi.org/10.1080/13548506.2020.1778750>  
**PMid:32521168**
- Zarandi HM, Fahima M, and Amirkabiri A (2017). Investigating the role of organizational culture in improving psychological empowerment of banking system employees (case: Bank Shahr). *Urban Economics and Management*, 5(3): 15-28. <https://doi.org/10.18869/acadpub.iueam.5.19.15>