

Administrative Empowerment: A Literature Review

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Abstract: *An integrated examination of scholarly literature provides a solid framework for understanding the concept of administrative empowerment. This review consolidates significant academic insights on administrative empowerment as applied in organizational and institutional settings. Drawing upon a wide array of sources—including peer-reviewed journals, academic periodicals, foundational literature, and other reputable scholarly works—the review aims to explore and articulate the foundational aspects of administrative empowerment. The primary objective of this analysis is to examine the evolution of the concept, its relevance within organizational environments, and its fundamental components, such as its key dimensions, attributes, guiding principles, and necessary conditions for implementation. Additionally, this review emphasizes the importance of evaluating organizational performance as a critical component of successful empowerment and identifies the key barriers that impede its application. Existing literature strongly suggests that administrative empowerment positively correlates with organizational effectiveness. Therefore, initiatives that promote empowerment—such as employee training, open and effective communication, delegation of authority, teamwork, and performance-based incentives—can significantly enhance staff motivation, productivity, job satisfaction, and customer satisfaction. To fully realize these benefits, senior management must actively support empowerment initiatives as a strategic approach to overcome resistance to change and foster ethical decision-making in increasingly complex organizational environments.*

Keywords: administrative empowerment, Delegation of Authority, Teamwork, Training, Effective Communication, Motivation

I. INTRODUCTION

The dynamic nature of the contemporary business landscape, coupled with the intensifying pressures of global competition, has driven numerous organizations to adopt modern management practices aimed at attaining sustainable competitive advantage. This shift has significantly influenced human resource management, as employees are increasingly recognized as pivotal to an organization's strategic success and goal attainment. Consequently, there has been growing advocacy for the adoption of open management practices, including the delegation of authority, the cultivation of employee responsibility, and the development of administrative trust. These elements collectively empower employees by enhancing their autonomy in supervision, decision-making, and task execution without the need for constant managerial oversight—a paradigm now commonly referred to as administrative empowerment (Aljawarneh & Atan, 2018; Alshare et al., 2020; Bousalem, 2013).

The concept of "empowerment" originates from the term "power," which was introduced in the field of social psychology during the 1960s to denote an individual's capacity to perform specific tasks. There has been considerable debate regarding the historical emergence of empowerment as a managerial concept. Some scholars attribute its roots to the work of Hawthorne and Elton Mayo, who emphasized the importance of employee participation, while others trace it back to the human relations movement of the 1930s.



On the other hand, there are obstacles to activating administrative empowerment in various institutions, particularly those that operate with centralization, limit employee engagement, and tighten regulatory regulations. These challenges and obstacles force leaders of organizations and institutions to think and work differently

II. RESEARCH METHODOLOGY

This study adopted a Systematic Literature Review (SLR) approach to comprehensively analyze scholarly research on administrative empowerment and to ensure a high level of objectivity, transparency, and methodological rigor in synthesizing existing findings. The review followed a structured and sequential process that involved defining the search strategy, establishing explicit inclusion and exclusion criteria, and applying systematic procedures for data screening, analysis, and synthesis.

Data Sources

The literature search was conducted across several reputable peer-reviewed academic databases to ensure comprehensive coverage of relevant studies. These databases included Scopus, Web of Science, Google Scholar, Emerald Insight, and ScienceDirect. The use of multiple databases enhanced the reliability and breadth of the literature reviewed.

Inclusion and Exclusion Criteria

To ensure the relevance and quality of the selected studies, clear inclusion and exclusion criteria were applied.

Inclusion criteria comprised studies published in peer-reviewed academic journals, studies that examined administrative empowerment as a primary variable, and both theoretical and empirical studies directly related to the research topic. In addition, only studies published within the period 2000–2024 were considered, reflecting contemporary developments in administrative and organizational research.

Exclusion criteria included non-peer-reviewed publications, newspaper articles, and non-scientific reports. Studies that addressed empowerment in a non-administrative manner or outside the organizational context were also excluded from the review.

Screening and Analysis Process

The screening process was carried out in three sequential stages: title screening, abstract review, and full-text analysis. Following the screening process, the selected studies were analyzed qualitatively through thematic synthesis. The studies were categorized into key thematic areas, including the concept, dimensions, importance, requirements, constraints, and organizational outcomes of administrative empowerment, enabling a comprehensive and structured interpretation of the existing literature.

III. LITERATURE AND THETICAL FRAMEWORK

Prior to defining empowerment, it is important to acknowledge the diversity of perspectives surrounding the concept. However, a common theme among many definitions is the emphasis on granting employees increased authority and autonomy within the scope of their assigned roles, as outlined in their job descriptions. Simultaneously, empowerment involves enabling employees to contribute their opinions on issues both within and beyond their immediate job responsibilities. For some scholars, empowerment signifies a form of human liberation—removing constraints, and fostering initiative, creativity, and motivation through encouragement and recognition (Zemeke, 1989).

Others view empowerment as a departure from rigid regulatory frameworks, suggesting that such rules should serve as flexible tools for achieving organizational objectives rather than as ends in themselves. In contrast, traditional bureaucratic management tends to regard these rules as both the means and the goal, thereby stifling innovation and independent thought. Empowerment, by contrast, seeks to release individuals from strict control, detailed directives, and inflexible policies, instead encouraging them to take responsibility for their actions. This shift facilitates the activation of individual potential and latent talents that would otherwise remain suppressed under rigid bureaucratic or authoritarian administrative systems. Neither institutions nor individuals can fully harness individual talents, skills, and



capacities without a conducive environment, ultimately resulting in the neglect, deterioration, and eventual loss of such potential.

Some scholars, such as Bowen and Lawler (1995), have characterized empowerment as a psychological state—a mindset—that profoundly influences employee behavior. An individual who embodies this empowered state of mind typically demonstrates several key attributes, which can be regarded as cognitive and behavioral indicators of empowerment.

The term "empowerment," as defined in the Glossary of Administrative Terms (2007), refers to the process of authorizing employees to set work-related objectives, determine appropriate methods of performance, make decisions, and manage the necessary resources—provided these actions fall within the scope of their assigned authority and responsibilities.

Al-Bashabsha (2008, p. 230) defines empowerment as the process of enabling individuals to exercise decision-making authority through delegated power, fostering greater participation and intrinsic motivation, highlighting the value of collaborative work, and creating an environment that supports both personal growth and creative expression.

According to Yacob (2004, p. 34), this concept encompasses an organizational strategy designed to empower employees by granting them greater autonomy and confidence in decision-making. It involves broadening the delegation of authority, enhancing employee participation, fostering intrinsic motivation, and promoting teamwork. Additionally, it focuses on the development of employees' personalities and creative capacities, while establishing a supportive environment that enables them to perform their responsibilities independently, without direct intervention from senior management.

In this context, Ratmawati (2007, p. 556) conceptualizes administrative empowerment as the delegation of authority and responsibilities from managerial figures to employees, enabling their involvement in decision-making processes. This form of empowerment emphasizes the accountability of subordinates for the quality of their decisions.

Similarly, Al-Rashoudi (2009, p. 10) characterizes empowerment as an administrative mechanism aimed at supporting employees by enhancing their access to information, expanding their knowledge and skills, fostering personal development, and motivating them to engage in decision-making through the provision of essential resources and support.

Numerous scholars have proposed varying definitions of administrative empowerment. Wetten and Cameron, as cited in Hossein et al. (2012), conceptualize it as a mechanism through which organizations enhance individuals' self-confidence, enabling them to overcome feelings of inadequacy and inefficacy.

Similarly, Vogt and Murrell, referenced by Tutar, Altinoz, and Cakiroglu (2012), view empowerment as a phase wherein employees' decision-making capabilities are developed through collaboration, participation, training, education, and teamwork.

Erekat (2009) describes empowerment as the delegation of responsibility and authority, coupled with encouraging employees to engage with organizational information systems, conduct problem analysis, and participate in decision-making processes—thereby holding them accountable for the quality of their decisions and performance. Synthesizing these perspectives, empowerment can be defined as a strategic process aimed at reinforcing employees' sense of significance within the organization. It involves providing opportunities for participation in decision-making, delegating appropriate authority, and fostering an environment that supports creativity, autonomy in task planning and execution, and proactive problem-solving in the workplace.

Administrative empowerment is also known as "The relationship between risk-taking, daring and flexibility and the ability to persuade others, as well as using the scientific methodology to think and solve problems and this is one of the most creative behaviors of workers" (Radhi, 2010: 67).

IV. CONCEPT OF ADMINISTRATIVE EMPOWERMENT

The concept of empowerment has its origins in the Human Relations School, established by Elton Mayo in the late 1920s (May, 1949).



This school emphasized the psychological well-being of employees and their compatibility with organizational settings, rather than perceiving them as merely replaceable units (Mahapatro, 2010).

It also introduced the notion that employees possess intrinsic motivation and are capable of performing effectively without constant supervision (Tan, 2007).

Since Mayo's contributions, employee engagement and motivation have emerged as central themes in motivational theories and have garnered significant attention in management research (Uzunbacak, 2015).

During the 1960s and 1970s, the concepts of job enlargement and job enrichment gained prominence as strategies to enhance the meaningfulness of work by granting employees greater autonomy and involvement in decision-making processes related to their tasks (Tan, 2007).

By the 1980s, empowerment had evolved into a formal management approach, largely in response to accelerating economic and technological transformations, as well as initiatives such as quality circles, efforts to enhance the quality of work life, and the adoption of total quality management practices (Uzunbacak, 2015).

However, the implementation of empowerment varies considerably across organizations, particularly in terms of the extent of employee influence, the specific activities encompassed, and the underlying motivations for its adoption (Lee, 2001).

Since the 1990s, the concept of empowerment has gained widespread attention among both scholars and practitioners, prompting some researchers to characterize the decade as the "era of empowerment" (Kanani & Shafiei, 2016).

This growing interest can be attributed to an increased emphasis on the strategic importance of human resources within organizations. Moreover, the rise of empowerment is closely linked to the evolution of modern management theories, particularly the shift from traditional, control-oriented organizational models toward approaches that prioritize employee empowerment and reflect broader transformations in organizational environments (Harahsheh, 2006).

Melhem (2006) emphasizes that the effectiveness of administrative empowerment programs relies on several fundamental elements, including rewards, knowledge, information, and authority. He argues that many empowerment initiatives fail because they disproportionately emphasize the delegation of power while neglecting the equitable distribution of information, knowledge, and incentives.

In the context of this study, empowerment is conceptualized as a structural construct designed to equip employees with the authority and autonomy required to act independently, respond promptly, and effectively address customer needs (Karatepe, 2013).

This form of empowerment can be facilitated through targeted training initiatives, motivational strategies, and effective managerial practices (Al-Ababneh et al., 2017).

Moreover, Erikat et al. (2011) emphasized administrative empowerment as a contemporary approach designed to harness the capabilities of individuals within an organization and to engage them in shaping its future vision. They argued that organizational success is contingent upon aligning individual needs with the organization's overarching goals and vision. Empowerment has been defined in various ways; however, it is commonly understood as the process of unleashing individuals' internal potential to achieve exceptional outcomes. It serves as a strategic tool for boosting organizational productivity and fostering mutual commitment between employees and the organization.

According to Al Mogableh and Otoum (2014), administrative empowerment refers to granting employees increased authority and autonomy within the scope of their defined job roles. This approach extends the employee's capabilities beyond the confines of their formal duties by enabling participation, encouraging the expression of opinions, removing restrictive barriers, and fostering a spirit of initiative.

According to Althalin (2015), empowerment involves the delegation of authority and responsibilities to employees, granting them the autonomy to carry out their tasks independently. This process should be supported by adequate resources, a conducive work environment, and recognition of employees' behavioral and technical competencies, as well as trust in their ability to perform effectively.

The notion of empowerment has been influenced by the Japanese philosophy of *Kaizen*, which emphasizes continuous improvement across various practical domains (Saadi, 2018).



According to Saadi (2018), empowerment entails equipping employees with sufficient authority, resources, autonomy, and capability to enable them to contribute effectively to organizational goals.

Similarly, El Talla et al. (2018) describe empowerment as the equitable delegation of responsibility and authority from managers to employees, fostering a participatory environment where employees are encouraged to engage in decision-making processes. In this context, empowered individuals are held accountable for the quality of their decisions and actions. Empowerment is further characterized by the decentralization of power, allowing employees at lower hierarchical levels to assume responsibilities and make decisions concerning various facets of product development.

This process involves a deliberate shift of information-based authority from upper management to lower tiers, contingent upon the assurance that employees possess the necessary competencies to enhance stakeholder value (Bose, 2018, p. 2).

According to Al-Bdareen (2020), administrative empowerment refers to a developmental phase during which employees enhance their decision-making capabilities through collaboration, participation, training, continuous learning, and teamwork.

Similarly, Al-Omari et al. (2020) describe it as the active involvement of employees in structured organizational decision-making and problem-solving processes. This includes assuming full responsibility for outcomes, modernizing administrative practices using innovative and technological approaches, and enabling employees to respond to institutional challenges while evaluating the outcomes of their actions.

V. THE IMPORTANCE OF ADMINISTRATIVE EMPOWERMENT

Administrative empowerment constitutes a fundamental component of decentralized management, facilitating an environment where individuals are enabled to contribute their innovative ideas, skills, and experiences. This empowerment plays a critical role in enhancing an organization's competitive advantage and fostering organizational excellence.

By promoting the optimal utilization of human resources, administrative empowerment elevates performance effectiveness, stimulates employee motivation, and cultivates a sense of ownership among staff members—some of whom may begin to perceive themselves as integral stakeholders within the organization (Abou Samra & Salama, 2015, p. 19).

Furthermore, empowerment fosters stronger organizational commitment, enhances the quality and speed of decision-making, and unlocks employees' creative potential. This, in turn, contributes to greater job satisfaction, psychological well-being, and ultimately, improved organizational productivity (Kathem, 2016, p. 39).

While diligence and commitment have traditionally been key drivers of organizational success, the dynamics of contemporary global competition and the ongoing demand for continuous improvement necessitate more than just hard work. In today's complex and technologically advanced work environments, effective performance increasingly depends on intelligent work practices. Although organizations may acquire or replicate sophisticated technologies, it is employee empowerment that truly fosters creativity, innovation, and initiative. Empowerment plays a critical role in enhancing organizational quality and productivity. However, despite its importance, it is frequently overlooked in modern workplaces. At its core, empowerment involves actively engaging employees by encouraging independent thinking, decision-making, and innovative behavior. This participatory approach not only boosts productivity but also enhances organizational competitiveness.

Empowerment is further justified by the principle that optimal decisions are often made by those closest to the relevant information, thereby improving the quality of services provided to customers. Empowered employees tend to be more responsive and proactive, leading to increased customer satisfaction and a broader market presence (Hammoud & Sheikh, 2010).

Moreover, empowerment serves as a motivational tool for employees, aligning their efforts with organizational goals. Successful organizational performance depends on the collaborative efforts of both management and staff. Managers



play a pivotal role by creating an environment conducive to empowerment, enabling employees to leverage their knowledge, skills, and experience toward achieving institutional objectives (Arrashoudi, 2009).

When implemented effectively, empowerment contributes to the development of high-performing organizations by enhancing productivity, competitiveness, and distinctiveness. Providing adequate training allows employees to refine their skills, respond innovatively to organizational needs, reduce operational costs, and improve adaptability to market fluctuations. Simultaneously, employees benefit through greater job satisfaction, increased autonomy, confidence, and opportunities for professional growth (Adouri & Saleh, 2009).

In conclusion, administrative empowerment is vital for both organizational success and employee well-being. By empowering capable personnel, institutions can achieve higher levels of productivity, profitability, and competitive advantage. Ultimately, empowerment enhances not only employee job satisfaction but also the overall quality of service experienced by customers.

Having identified the importance of administrative empowerment it is imperative that we discuss Dimensions of Administrative Empowerment.

VI. DIMENSIONS OF ADMINISTRATIVE EMPOWERMENT

Researchers discuss empowerment from different trends, although these trends did not lead to sharp contradictions in determining the views, but it gives variations in philosophical visions. Perhaps these variations are the outcome of the researchers and pioneers of empowerment trends in determining the empowerment dimensions (Al-Saedy, 2006).

"Since the 1990s, numerous scholars have explored and defined the dimensions of administrative empowerment. Among the most notable are the researchers listed in the following table, each of whom has contributed significantly to identifying its key components."

Dimensions of Empowerment – Research Summary Table

S.No	Researcher(s)	Year	Dimensions of Empowerment
1	Eccles	1993	Power, Resources, Freedom
2	Ivancevich	1997	Team, Information Sharing, Structure
3	Rubbins	1998	Organizational Structure, Oversight
4	Griffin	1999	Rehabilitation of Staff, Oversight
5	Ugboro	2000	Supporting Organizations, Rewards
6	Daft	2001	Freedom, Power, Information Sharing

Table :1 Dimensions of Empowerment

As organizations have evolved and placed greater emphasis on human capital and administrative empowerment as a means of boosting productivity, academic interest in exploring the core dimensions of administrative empowerment has significantly grown. Consequently, researchers have worked to identify the key components that enable employees to



enhance their performance effectively. One of the critical outcomes of these efforts has been the classification of various dimensions of administrative empowerment. However, there is no unified agreement among scholars regarding these dimensions, as differences in theoretical perspectives and methodological approaches have led to a range of interpretations. This variation among scholars has led to the emergence of different and multiple types of dimensions of administrative empowerment. An overview of these differing dimensions is presented in the following table

Table: Dimensions of Empowerment Identified by Researchers

S.No	Researcher(s)	Year	Dimensions of Empowerment
1	Zarandi et al.	2017	Feeling competent at work; Feeling effective at work; Feeling sensible at work; Confidence in others; Self-sufficiency in the job
2	Gobary	2018	Delegation of authority; Motivation; Decision making; Training; Communication
3	Alfadli & Al Mehaisen	2019	Delegation of authority; Self-motivation; Teamwork; Personal development; Effective communication
4	Aldaihani	2020	Communication and information flow; Delegation of authority; Group work; Decision making; Self-motivation
5	Al-Omari et al.	2020	Delegation of authority; Teamwork; Staff training; Effective communication
6	Al Maani et al.	2020	Delegation of authority; Independence; Learning and training; Institutional performance
7	Kiral	2020	Delegation of authority; Administrative support; Participation; Teamwork; Communication
8	Alkaser	2021	Delegation of authority; Teamwork; Training; Motivation; Effective communication
9	Alkrdem	2021	Delegation of authority; Self-motivation; Teamwork; Decision-making participation; Independence; Training

Table 2: Development of the dimensions of empowerment according to researchers

Every administrative function is composed of specific components and dimensions that shape its structure. Administrative empowerment, similar to other managerial concepts, includes various essential elements such as professional development, collaborative teamwork, the cultivation of innovative behavior, intrinsic motivation, and practices of modeling and emulation (Al-Dosari, 2014, pp. 53–99; Al-Ruwaiq, 2016, pp. 230–258).

Karen (2006) proposed four key strategies for promoting administrative empowerment among employees: involving staff in decision-making, engaging them in organizational planning, offering continuous training and support, and providing ongoing recognition and praise for outstanding performance.

Meanwhile, Henkink (2005, p. 260) identified four core dimensions of empowerment: impact, competence, autonomy, and the perceived significance of work.

Numerous empirical studies have explored the components of empowerment. For instance, Yang and Choi (2009) found that over 80% of participants reported their teams were characterized by high levels of responsibility, expertise, and innovation due to the autonomy and involvement they were granted in institutional decision-making.

Similarly, Harrim and Alkshali (2008) defined empowerment in terms of impact, autonomy, meaningfulness, and competitiveness. Their findings indicated a strong relationship between empowerment and team effectiveness, which was measured across dimensions such as performance, innovation, communication, and resource utilization.

In the study conducted by Mohammadia (2016), it was recommended that the Jordan Tourism Board adopt a functional empowerment model to enhance employees' creative contributions and reinforce the organization's innovative capacity. Additionally, Aisha (2016) confirmed through empirical analysis that there is a significant correlation between key empowerment dimensions—such as delegated authority, teamwork, training, effective communication, and motivation—and organizational creativity. The study further suggested that small and medium-sized enterprise (SME)



managers should implement empowerment across all its dimensions to foster innovation and sustainable development within their organizations.

Upon reviewing the literature on administrative empowerment from the 1990s to the present, the researcher concludes that this concept is generally centered around five fundamental dimensions:

1- Delegation of Authority:

This involves granting employees a higher level of independence in carrying out their duties. It entails assigning specific responsibilities to subordinates while simultaneously empowering them with the necessary authority to perform these tasks. Additionally, delegation implies holding individuals accountable for achieving acceptable performance outcomes.

Al-Bashabsha (2008, p. 230) describes empowerment as a mechanism that allows individuals to gain decision-making authority by delegating power. This process enhances engagement and internal motivation, emphasizes the importance of teamwork, and fosters a supportive atmosphere that encourages personal development and innovation.

2-Teamwork:

Al-Sabini (2017) describes teamwork as the collaboration of individuals who rely on one another for information, expertise, and shared resources. Such teams operate with substantial autonomy and are responsible for identifying work-related issues, generating innovative solutions, and implementing those solutions effectively.

3-Training:

Omar et al. (2022) define training as a structured and intentional activity aimed at enhancing individual skills and behavioral competencies. The goal is to equip employees with the knowledge required to perform their roles effectively, thereby supporting both personal achievement and organizational objectives.

4-Effective Communication:

According to Al-Kahtani (2008), effective communication is a deliberate process intended to transfer information between individuals in a way that promotes mutual understanding of ideas, opinions, data, and suggestions.

5-Motivation:

Motivation consists of managerial actions designed to stimulate internal enthusiasm within employees. These efforts guide employee behavior in directions that serve both organizational objectives and employee well-being (Ibid., p. 29). Furthermore, administrative empowerment is frequently defined through dimensions such as authority transfer, formation of task-oriented groups, professional training, employee encouragement, and open communication (Hung, 2015).

In contrast, Daft (2021) categorizes the core components of empowerment as access to information, knowledge and skill development, personal agency, and appropriate reward systems.

Fernandez and Moldogaziev (2018) emphasize that the true value of empowerment lies in its capacity to inspire innovative behavior among employees. However, they note that its benefits are not instantly realized, as successful implementation necessitates continuous evaluation, managerial support, and a long-term strategic outlook.

As previously mentioned, scholars approach the concept of empowerment from varying perspectives. While these perspectives do not necessarily contradict one another, they reflect diverse theoretical orientations. These differences likely stem from the foundational work of early empowerment theorists, who influenced the range of dimensions considered essential in empowerment frameworks (Al-Saedy, 2006)



Dimensions of Administrative Empowerment

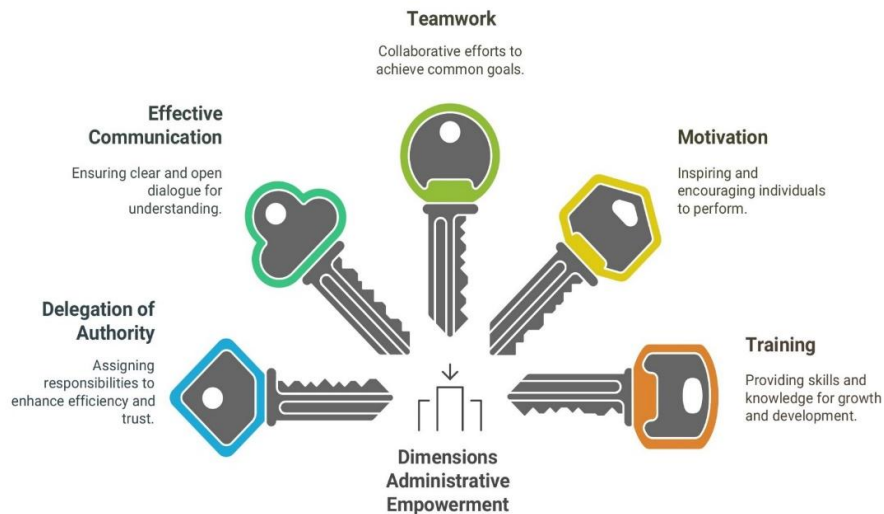


Figure 1. Dimensions Administrative Empowerment

VII. PREREQUISITES AND PREVIOUS STUDIES OF ADMINISTRATIVE EMPOWERMENT

Administrative empowerment relies on several critical factors. Foremost among these is the establishment of mutual trust between managers and their subordinates (Bose, 2018).

Organizational support, delivered through supervisors and peers, also plays a key role in fostering an empowering environment (Al Omari, 2017).

Moreover, alignment between employees' goals and visions with those of senior management enhances cohesion and direction. A strong culture of teamwork within the organization further reinforces empowerment initiatives (Franz, 2005).

Effective communication across all hierarchical levels is essential for ensuring transparency and collaboration (Melhem, 2006).

Additionally, continuous and relevant training programs are necessary to equip employees with the knowledge and decision-making capabilities required for their roles. Finally, recognizing and rewarding high performance serves as a motivating factor that supports sustained empowerment (Ahmed et al., 2015).

Aldaihani (2020), conducted a study examining the levels of administrative empowerment and job satisfaction among staff at Kuwait University. Additionally, examined the relationship between administrative empowerment and job satisfaction. The research followed a descriptive design using a quantitative approach for data collection. Participants were selected through convenience sampling. Data were collected using a questionnaire. The sample included 115 administrative employees from various faculties within the university. Findings indicated that staff experienced moderate levels of administrative empowerment but reported relatively high levels of job satisfaction. The results also demonstrated a statistically significant positive correlation between administrative empowerment and job satisfaction. Additionally, factors such as participation in decision-making, teamwork, and self-motivation were found to be significantly linked to job satisfaction.

Alkaser (2021) examined how administrative empowerment was implemented across girls' colleges at Shaqra University, And study the relationship administrative empowerment in its five dimensions. The research employed a descriptive methodology using a questionnaire-based survey, achieving a response rate of approximately 75% from the



target sample. The findings revealed a connection between the practice of administrative empowerment—across all five dimensions—and various existing organizational challenges.

Al Maani et al. (2020) Identify the reality of the level of administrative empowerment and institutional performance at AAU University (AAU). Using a descriptive-analytical approach, the researchers designed and distributed a questionnaire to a randomly selected sample of 200 participants. The study's findings indicated that administrative empowerment, including all its dimensions collectively, had a significant influence on the institutional performance at AAU.

Salama (2019), aimed to explore the status of administrative empowerment and organizational excellence within Egyptian hotels. The study utilized a survey method, distributing questionnaires to 25 hotels located in Sharm El Sheikh. The results demonstrated a moderate correlation between the various dimensions of administrative empowerment and organizational excellence.

Zureikat et al. (2022) conducted a study to examine the state of administrative empowerment management and organizational planning processes within Jordanian telecommunications companies, focusing specifically on Orange Telecom Company as a case study. The research employed a descriptive survey approach, using a questionnaire distributed to a sample of 140 employees. To meet the study objectives, the questionnaire was designed to assess how administrative empowerment management influences organizational planning processes at Orange Telecom. The findings revealed a significant relationship and between administrative empowerment management and the organizational planning processes.

Al Naggat (2022) sought to explore the relationship between administrative empowerment and job satisfaction of employees within the Directorate of Health in Saudi Arabia's Northern Border Region. The study applied a descriptive-analytical approach, utilizing a questionnaire distributed to 167 employees working in the directorate. The analysis results indicated that administrative empowerment had a significant effect on employees' job satisfaction.

Kiral (2020) conducted a study to examine the connection between the empowerment of teachers by high school administrators and teachers' organizational commitment in Aydin province. The research utilized the "Behavioral Teacher Empowerment" and "Organizational Commitment" scales, with a sample comprising 188 volunteer teachers. The findings indicated that teachers perceived the highest level of empowerment in the area of administrative support, while affective commitment emerged as the strongest dimension of organizational commitment. The study found no significant differences in empowerment levels based on gender, teaching experience, or subject area. However, regarding organizational commitment, female teachers displayed higher levels of affective commitment compared to their male counterparts, and teachers with 31 to 40 years of experience reported higher affective commitment than those with 11 to 20 years of experience. Additionally, the strongest correlation identified was between the communication aspect of empowerment and the affective commitment dimension.

Lynda (2024) investigated the impact of administrative empowerment on the organizational learning processes within MARTUR ALGERIA. The study examined administrative empowerment—comprising delegation of authority, teamwork, training, communication, and motivation—as the independent variable, and organizational learning as the dependent variable. Utilizing a descriptive-analytical approach, data were gathered through a questionnaire distributed to 37 employees. The results demonstrated a significant positive effect of administrative empowerment on organizational learning within the organization. Based on these findings, the study recommends placing greater emphasis on empowering employees as a strategic approach to enhance learning processes and drive organizational excellence.

Al-Bdareen (2020) carried out a study to assess the levels of administrative empowerment and its effect on the employee performance management process at Jadara University. The study utilized a descriptive-analytical approach, with data collected through a questionnaire distributed to a sample of 53 employees. The findings revealed a significant relationship and influence of administrative empowerment on managing employee performance at the university.

Musaad and Zhuo (2017) conducted a study to assess the levels of administrative empowerment and administrative creativity, as well as the relationship between the two, within the Saudi Telecommunications Company (Zain). The



researchers employed a descriptive-analytical method and collected data through a questionnaire distributed to a sample of 82 administrative staff members. The findings revealed that administrative empowerment had a significant influence on the level of administrative creativity perceived by employees.

After Having identified The Impact of Administrative Empowerment on Achieving Success.it is imperative that we discuss The Administrative empowerment obstacles.

According to Baird and Wang (2009), one significant obstacle lies in the employees' own limitations, such as their inability to effectively execute assigned responsibilities.

Moreover, Al-Sabti and Qureshi (2015) and Hassan (2008) have expanded on these difficulties, identifying additional categories including organizational, administrative, human, technical, and external environmental challenges.

Forrester (2000, p. 67) also highlighted managerial resistance as a major hindrance to empowerment, often rooted in fears of diminished authority and control. Another complication arises from the misconception that empowerment is merely equivalent to the delegation of authority. Furthermore, some organizations adopt empowerment initiatives by replicating successful models from other institutions without accounting for contextual differences or the specific needs of their workforce, leading to ineffective implementation.

VIII. CONCLUSION AND SUGGESTION

Despite numerous studies affirming the significance of managerial empowerment across public, private, for-profit, and non-profit sectors, a key issue remains: the general awareness and implementation of empowerment practices—particularly in developing nations—remain considerably limited. This lack of awareness represents a missed opportunity, as organizations that do not prioritize empowerment are less likely to enhance performance, contribute meaningfully to economic growth, or improve societal well-being. Empowering employees and developing robust human resource strategies are essential for achieving these outcomes.

The researcher concludes that administrative empowerment is a vital managerial approach that significantly enhances organizational performance. When supported by top management, the empowerment process can be realized through strategic initiatives such as comprehensive training, transparent communication, authority delegation, team collaboration, and effective incentive systems.

Accordingly, the following recommendations are proposed:

Leadership Commitment to Empowerment

Many managers hesitate to delegate authority due to fears of losing control or influence. This reluctance often stems from a misunderstanding of empowerment and its implications. Organizations must adopt a clear and unified vision that supports power-sharing and participatory leadership.

Clarifying the Meaning of Empowerment

Empowerment should not be mistaken for mere delegation or temporary task assignment. Genuine empowerment involves a sustained commitment to fostering employee autonomy, inclusion in decision-making, and ownership of responsibilities.

Promoting a Supportive Organizational Culture

An inflexible or authoritarian organizational culture hinders innovation and discourages initiative. For empowerment to be successful, a culture that encourages openness, creativity, and active participation must be cultivated.

Defining Roles and Responsibilities Clearly

Ambiguity in authority distribution and overlapping roles can lead to confusion and inefficiency. Organizations should establish a well-defined framework for task delegation that aligns with their strategic objectives.

Employee Development and Capacity Building

Empowerment requires that employees possess the necessary competencies to make informed and independent decisions. A lack of training undermines this goal. Therefore, structured development programs must be implemented to equip staff with relevant skills.



Enhancing Communication Systems

Ineffective communication channels isolate employees from organizational processes, reducing their engagement and performance. Organizations should promote open, two-way communication between different levels of management to ensure alignment and clarity.

Fostering Teamwork

Organizations are encouraged to adopt team-based strategies that emphasize collective problem-solving and collaboration to achieve shared goals.

Building Trust and Ensuring Transparency

Trust is a fundamental pillar of empowerment. A lack of trust between employees and leadership leads to disengagement and resistance. Transparency in decision-making processes and expectations helps build a culture of mutual respect and accountability.

Implementing Reward and Incentive Mechanisms

Incentives—both monetary and non-monetary—must reflect employees' efforts and achievements. A fair and timely rewards system enhances motivation and supports a culture of innovation and high performance.

Monitoring and Evaluating Performance

Organizations should regularly assess the effectiveness of empowerment initiatives, identify strengths and weaknesses, and develop actionable plans for improvement. Ongoing evaluation ensures adaptability and progress.

While international research has enriched the understanding of empowerment, its applicability may differ across regions due to varying cultural, social, and economic conditions. Therefore, further empirical studies in diverse organizational settings—particularly in both public and private sectors—are essential to deepen knowledge and refine implementation strategies.

Ultimately, promoting managerial empowerment is crucial for enhancing organizational effectiveness. This review aims to serve as a resource for policymakers, researchers, and human resource professionals seeking to understand and harness the value of empowerment in fostering sustainable performance improvements.

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