IMPACT OF ADMINISTRATIVE EMPOWERMENT ON ADMINISTRATIVE DECISION-MAKING IN JORDANIAN MINISTRIES' CENTERS

Dr. Hazem Khaled Shehadeh

Business Administration Department, Faculty of Economics and Administrative Sciences,
Zarqa University, Jordan

ABSTRACT

This research aims to explain impact of administrative empowerment on administrative decision-making in Jordanian Ministries' Centers (JMCs). To achieve this goal, the researcher designed a questionnaire consisted of (35) items and a final questionnaire, with a sample (245) employees, it was chosen randomly from study population of (601) employees, by using stratified random sample. The study revealed a number of results, including: Employees estimates at Jordanian Ministries about evaluation level of administrative empowerment dimensions, which are (personality development, delegation of authority, imitation and simulation, self-motivation and creative behavior development) were positive.. Likewise, Kendall test's results display that there is an impact of applying all dimensions of administrative empowerment to administrative decision-making in Jordanian ministerial centers. "Personality development" dimension was one of the most important dimensions on administrative decision-making in Jordanian Ministries Centers. The study recommends that there is a necessity of drawing attention by the relevant authorities in Jordanian Ministries, and necessity to activate process of (making administrative decisions) by relying on accurate database, which reflects positively on mentioned Ministries in general, and on employees in particular.

Key words: Administrative empowerment, Administrative decisions, Jordanian Ministries.

Cite this Article: Hazem Khaled Shehadeh, Impact of Administrative Empowerment on Administrative Decision-Making in Jordanian Ministries' Centers, *International Journal of Management*, 11(12), 2020, pp. 334-353.
<http://iaeme.com/Home/issue/IJM?Volume=11&Issue=12>

1. INTRODUCTION

In view of quick changes within business environment and pressures connected with global competition, organizations are focusing on adopting modern management concepts to achieve competitive advantage. Many organizations have made significant consideration to their human resources by adopting empowerment concept, which has an effective impact on improving performance and job satisfaction. Concept of empowerment focuses primarily on creating confidence between management and employees by motivating them and increasing their participation in decision-making, and penetrating administrative boundaries between management besides employees, or as they are called in management literature "they" versus "us". Leading organizations recognize that interest in human element is the way to compete and achieve excellence.

Empowerment may be a set of measures planned to extend degree of independence and self-determination in individuals and in communities in arrange to empower them to speak to their interface in a dependable and self-determined way, acting on their claim specialist, regarding Arab world, which is witnessing many challenges, rapid and successive changes. At present, this requires adopting many mechanisms and procedures to address them and their progress. Especially since issue of administrative empowerment is one of important administrative issues that has not yet received sufficient attention from scholars and researchers in Arab world. This study aims to examine administrative empowerment's impact on administrative decision-making in organizations' management to create creative and developmental environment that is compatible with necessities of age and can achieve objectives and satisfy aspirations.

2. METHODOLOGY

2.1. Study Problem

Issue of empowerment is one of modern administrative topics that have not yet received attention of scholars and researchers in Jordan. In spite of significance of administrative empowerment and its decision-making impact, there is a paucity of research. Issue of administrative empowerment (AE) and its influence on administrative decision-making is appropriate for all organizations in different circumstances. Since many administrative organizations, including Arab World, suffer clearly from many problems and negatives, as a result of intense centralization, order of administrative levels, multiplicity, official lines of communication, information privacy and limited powers that empower workers. Development and reform, but it has become a burden can no longer afford the costs and consequences. It is therefore appropriate to build modern, empowering organizations that rely on empowerment. In addition, the features of the third millennium, the era of globalization, and the acceleration of knowledge and prosperity require the adoption of advanced concepts to raise the level of performance and achieve desired objectives such as creativity, empowerment, excellence and organizational learning. In light of the above, the problem of the study is determined by answering the following questions:

- What is evaluation level of study sample respondents of administrative empowerment dimensions in Jordanian Ministries' Centers?
- What is evaluation level of study sample respondents of administrative decisions concerning managers in JMCs?
- Is there a significant influence for administrative empowerment's dimensions on administrative decision-making concerning managers in JMCs?

2.2. Study Importance

This study is significant because it addresses a prominent subject. There is no doubt that interest in administrative empowerment and its obvious impact on administrative decision making is a key and decisive factor for organizations especially in direction of adopting modern administrative concepts and applying them as total quality management, re-engineering of administrative processes and managing excellence. Administrative empowerment is one of the prerequisites for successful implementation of these concepts. In light of this, organizations are in need to adopt an organizational culture and modern management practices conform with the requirements of contemporary developments.

Importance of study in theoretical side through paying attention of many researchers on subject of AE and its influence on administrative decision-making (ADM), and in practical side of it will make administrative leaders look at the need to use subject of administrative empowerment, leading to make right administrative decisions among employees in labor relations, as it has a clear impact in raising level of performance in Jordanian Ministries.

2.3. Study Objectives

In view of this, the study aims to achieve the following sub-objectives:

- Identifying concept of empowerment and its dimensions and its relationship to other administrative concepts.
- Knowing nature of administrative decisions in Jordanian Ministries.
- Measuring impact of administrative empowerment in administrative decision-making process in Jordanian Ministries.
- Reaching to some conclusions which can formulate some recommendations that help decision makers in Jordanian Ministries.

2.4. Study Model

It has found that there is no agreement among researchers about the empowerment dimensions. So this research adapted five dimensions in consistency with the study objectives as shown in in Figure No. (1):

Figure 1 Study Model

2.5. Research Hypotheses

For the purpose of achieving study objectives, researcher proposed this hypothesis as a null (H_0) as follows:

Major hypothesis

H₀: There is no statistically significant impact for the administrative empowerment's dimensions (personality development, delegation of authority, imitation and simulation, self-motivation and creative behavior development) impact on administrative decision-making in Jordanian Ministries Centers(JMCs) at significance level ($\alpha \leq 0.05$).

sub-hypotheses

H₀₁: There is no statistically significant impact for the personality development's on administrative decision-making in JMCs at significance level ($\alpha \leq 0.05$).

H₀₂: There is no statistically significant impact for the delegation of authority's on administrative decision-making in JMCs at significance level ($\alpha \leq 0.05$).

H₀₃: There is no statistically significant impact for the imitation and simulation's on administrative decision-making in JMCs at significance level ($\alpha \leq 0.05$).

H₀₄: There is no statistically significant impact for the self-motivation's on administrative decision-making in JMCs at significance level ($\alpha \leq 0.05$).

H₀₅: There is no statistically significant impact for the creative behavior development's on administrative decision-making in JMCs at significance level ($\alpha \leq 0.05$).

2.6. Procedural Definitions

Administrative Empowerment: increase interest of employees by expanding their powers and enrich amount of information that is given for them, expanding opportunities for initiative and initiative to take their decisions and to address their problems in performance in JMCs.

Personality Development: It is characterized as a cycle of creating and upgrading one's personality. Personality development encourages a person to pick up certainty and high confidence. It is additionally is said to positively affect one's relational abilities and manner in which he sees world employee in JMCs will in general build up an uplifting character because of development advancement.

Delegation of Authority: It is an JMCs handle wherein; the supervisor separates his work among subordinates and grant them obligation to achieve particular assignments. Alongside obligation, he too offers specialist, i.e. control to require choices with subordinates, such that duties can be completed effectively.

2.6.1 Imitation and Simulation

Imitation: It happens when one firm intentionally duplicates items, measures, hierarchical structure, market section or potentially venture timing of another firm.

Simulation: It is an intuitive learning experience that permits members to genuinely participate in material. Rather than zeroing in on hypothetical information like in an ordinary study hall, members assemble abilities, improve applied information, and addition a major picture perspective on association at the same time.

Self-Motivation : is the process of charging the soul with all the emotions and feelings that enable it to achieve its goals Motivation may be internal, stemming from the person himself and his thoughts, sense of responsibility and confidence in himself, and it may be external that comes from the support of higher management JMCs .

Creative Behavior Development: It has been viewed as developing a creative act or a set of acts that is made clear through behavior; it is developing an action, which leads to a creative production or a solution to a challenge. In addition, it is producing an action that yields output that is thought innovative and valuable is the process of charging the soul with all the emotions and feelings that enable it to achieve its goals Motivation may be internal, stemming from the person himself and his thoughts, sense of responsibility and confidence in himself, and it may be external that comes from the support of higher management JMCs.

Administrative Decision-Making: It is to issue a specific judgment on what a person should do in a situation after careful examination of various alternatives that can be followed or moment of choosing a particular alternative after evaluating different alternatives according to certain expectations of decision maker.

3. LITERATURE REVIEW

3.1. Theoretical Framework

3.1.1 *Concept of Empowerment*

Concept of empowerment is not different from other modern administrative concepts where literature is full of many definitions, including the following:

The Oxford Dictionary defines process of empowerment as "the process in which an individual is powerful or capable".

And Empowerment is defined as: increasing attention to employees by expanding their powers, enriching amount of information given to them, expanding opportunities for initiative and initiative to make decisions and addressing their problems of performance.

Also (Murrell & Meredith, 2000) defined empowerment when one is empowered to assume greater responsibilities and authority through training, trust and emotional support.

3.1.2 *Types of Employees Empowerment*

(Suominen, 2005) divides process of empowerment employees into three sorts:

3.1.2.1 *Virtual Empowerment*

It refers to individual's capability of expressing his opinion and clarifying his point of view in his work and activities, participating in decision-making is essential component of virtual empowerment's process.

3.1.2.2 *Behavioral Empowerment*

It refers to individual's capability of working in a group to solve, define and identify problems. In addition to collecting data on labor's problems and proposals for solving them, thus teaching individuals new skills for performing work.

3.1.2.3 *Enabling Work-Related Activities to Results*

It shows individual's capability for identifying and resolving problems' causes besides his or her capability of improving and changing ways where work is performed in a way that increases efficiency of organization.

3.1.3 *Relationship of Employees Empowering With Other Administrative Concepts*

Since beginning of 1990, the subject of employees empowering has attracted considerable attention, leading some researchers to call the 1990s an era of empowerment. However, this happens despite many researches and studies, such as delegation, participation and career enrichment.

3.1.3.1 Employees Empowering and Delegating Authority

Great belief prevails that delegation of authority is synonymous with empowerment, and in fact it differs because delegation of authority means: authorization part of powers to others to facilitate implementation process and to reach organizational goals. Delegation does not eliminate responsibility of Commissioner for final result of work and mandate temporary situation expire at the end with delegated task. In empowerment, individuals empowered to give decision-making power are responsible for final outcome.

3.1.3.2 Employees Empowering and Participation

There is confusion among some researchers regarding concepts of empowerment and participation, where participation is an umbrella term for a supposedly new style of research and development intervention. It can also be viewed as a desired end point related to the degree of involvement in decision-making achieved, while empowerment as a multi-dimensional social process that helps people gain control over their own lives. It is a process that fosters power in people for use in their own lives, their communities and in their society, by acting on issues they define as important.

3.1.3.3 Employees Empowering and Careers' Enrichment

Career's enrichment is considered an essential method for enabling employees, where empowerment needs re-designing work and changing it, with the purpose of employee feels effective self besides career's enrichment shows capability of influence on events, individuals and circumstances surrounding work's outputs.

3.1.4 Decision-Making Concept

Decision-making is an integral part of modern management. Essentially, Rational or sound decision making is taken as primary function of management. Every manager takes hundreds and hundreds of decisions subconsciously or consciously making it as the key component in the role of a manager. Decisions play important roles as they determine both organizational and managerial activities. A decision can be defined as a course of action purposely chosen from a set of alternatives to achieve organizational or managerial objectives or goals.

With the intention of participating in decision-making's process of desired objects, it should be taken into account, management of several considerations, including:

3.1.4.1 Available Time

Time and decision making has an association. There are three fundamentals of time which impacts decision-making process. The first relates to timing of making decisions. The second is availability of time for making decision. The third is the time for implementation of decision. The successful outcome of decisions take place when these three timings are accurately considered in decision-making process.

3.1.4.2 Economic Factor

Participating in decision-making within organizations is economically costly in terms of time, effort and preparation. Directors and presidents must take into account that cost is not too high to cover benefits of participation in decision-making.

3.1.4.3 Distance Between Superiors And Subordinates

Giving subordinates a chance to participate in decision-making process with superiors should not be a trap for subordinating subordinates to errors that affect them or their future career in

organization. On the other hand, such participation should not be at the expense of authority and prestige of superiors within organization.

3.1.4.4 Confidentiality of Decisions

Some organizations use confidentiality decisions based on a moral reasoning process that weighs the good against the bad based on consequences to all stakeholders (utilitarianism)? Confidentiality rule would be followed only if that course of action produced the greatest good to the greatest number of people., however, the Professional Code of Conduct would be followed in all circumstances involving client confidential information (except as stated in the Code), regardless of the consequences.

3.1.5. Types of Decisions

There are many categories of decisions, and the following are the most important of these categories:

3.1.5.1 Partition According to Degree of Significance and General Coverage

At end of this division, are strategic decisions that affect justification of its existence, entity, political objectives and main policy, whereas other side is term's administrative decisions.

3.1.5.2 Division Based on Its Nature

Personality decisions when acting director under an official role as an administrator, it is acting in framework of advertiser and community known as the official rules of system. These decisions may be assigned.

3.1.5.3 Division According to Possibility of Scheduling

There are frequent routine decisions, that are not specific cases or unique in their type. Some decisions cannot be scheduled according to a specific routine, because their subjects are not similar or coherent. These decisions need consideration of each case according to its conditions and subject matter and they require a new process after decision is taken based precise situation.

3.1.5.4 Division According to Resolutions from Certainty Degrees

Uncertainty touches most aspects of life, especially when we make decisions that have consequences that we cannot predict. Leaving the house without an umbrella carries a risk. This division is divided based on quality of available data connected with subject matter of resolution, which is now being studied under so-called "decision theory", which revolves around mathematical logic of selection under uncertainty.

3.1.5.5 Division According to Subject Matter of the Decision

It may be decisions of agenda of any decisions that identify problems and set priorities for their consideration. Decisions that lead to appropriate procedures and methods to reach problem solutions may be planned, and may be specialized and operational decisions related to determining who, when, where and how. They may be evaluation decisions related to measuring achievements achieved and comparing them to expected targets.

3.1.5.6 Division According to Degree of Required Change

As well as understanding of nature of situation in decision and its implications. This type of division can be understood in context of two cross-sections:

- Horizontal dimension: It shows degree of influence that decision makes and therefore it is followed by decisions that change from change to a serious degree.
- Vertical dimension: It shows degree of understanding of nature of the situation, subject of decision and consequences of its adoption, and therefore it includes decisions that increase our understanding of follow-up decision-making.

3.1.6 Relationship of Administrative Empowerment with Decision-Making Process

For a manager's role, shift from control and direction to trust and delegation requires followers of rules to shift from participation into decision-making. It places of interest on role of leadership in focusing on decision-making to control all areas of work, whereas the great leader works to empower others to help them change their vision into reality. Leaders having vision can create an environment based on participation and create empowering conditions, through which employee can take control to make decisions that enable to accomplish visions. Moreover, leadership that equips employees with vision, is characterized by its capability of generating stimulating behavior that increases employees' efficacy to reach targeted goal. Leaders with high expectations and aspirations are capable of improving employees' efficacy and motivate them towards goals' achieving.

3.2. Previous Studies

Study of (Richard, 2020), entitled: The Effects of Performance Based Funding on Decision-Making at an Ohio Community College. The fundamental purpose of this study was determining if decision-making behaviors in an Ohio community college had changed as a result of implementing Performance Based Funding (PBF). A single, bounded qualitative case study design with theoretical sampling incorporating interviews with employees, faculty, and administration, conversations, surveys, and document review for data analysis and filtration was utilized as a research approach. Study results show that using the PAT and the characteristics of a contract to evaluate whether PBF had changed decision-making within a college, proved effective. Both theory and characteristics lead to an analysis to surface exhibits of truth from participants' interview data to acknowledge a productive principal-agent association. Results confirmed an effective and efficient implementation of a change in funding model and formula for public higher education within Ohio. This was great change, before four years later, there is a harmony in principal-agent relationship, beyond measures of change itself, focused on both what was good for student success and what was good for economic strategies of state.

Study of (Manwa, 2020), entitled: Administrative empowerment of private basic schools' principals in the capital Amman and its relationship to work ethics from assistants and teachers' point of view. This study examined identifying the degree of administrative empowerment of the principals of private basic schools in the governorate of Amman and its relationship to work ethics from the assistants and teachers' point of view. researcher used descriptive correlation survey method and developed two tools. The first questionnaire consisted of (30) items. The second questionnaire comprised of (30) items. Furthermore, (433) assistants and teachers were selected from private primary schools from three brigades belonging to the capital city of Amman. study results showed that degree of administrative empowerment was average, with average arithmetic as a whole (3.19). Similarly, that degree of relationship to work Ethics was high with an average of (3.73). Results also showed there is a positive correlation relationship of significance at level ($\alpha = 0.05$) between administrative empowerment and relationship to work ethics of assistants and teachers. The study recommended focusing on importance of administrative empowerment of school principals

because of its importance in improving performance of assistants and teachers, and increasing employee satisfaction among workers and strengthening work ethics of school leaders.

- Study of (Mohammad & Ziad, 2020), entitled: Impact of MIS on quality of management decision-making from point of view of decision makers in Jordanian banks. Study intended identifying impact of MIS (application requirements, reduction of organizational constraints, and support decision) on quality of administrative decision-making process (diagnosis of the problem, finding alternative solutions, implementation and follow-up of the decision, and evaluation of results) in Jordanian banks from decision makers' viewpoint. The study was used by the managers of the Jordanian banks operating in Amman and its branches, which numbered (560). Sample was taken from study society, which numbered 260 managers of branches of working banks in Amman. The study reached several results, most important of which are: requirements of applying administrative information systems, role of administrative information systems in reducing the organizational obstacles in Jordanian banks. Results showed that there is an influence of management information systems (application requirements, decision support, and reduction of organizational constraints) on quality of administrative decision making industry (diagnosis of the problem, finding alternative solutions, implementation and follow-up of the decision, the results ($\alpha \leq 0.05$) in Jordanian banks are from point of view of decision makers. Study recommended increasing training courses for decision makers so as to keep well-informed of progresses in administrative information systems and to implement studies to detect obstacles of applying administrative information systems in Jordanian banks.

- Study of (Atieh and Mahmoud, 2020), entitled: Administrative Empowerment and Organizational Citizenship Level on the Application on Palestinian Ministries on Qalqilya City. This study identifies administrative empowerment and its relationship to level of organizational citizenship on application of Palestinian ministries in Qalqilya City, as well to measuring how the presence (or absence). The population of study comprised of Palestinian Ministries' employees in Qalqilya City, the research sample was (43) employees of administrative staff in these Ministries, a questionnaire has been utilized and designed. Descriptive analytic approach has been used. The most important findings of the research: practice of administrative elements of empowerment in Palestinian Ministries was moderate on total score. There was no significant relationship between administrative empowerment domains (the delegation of authority, work within the team, training, effective communication) and level of organizational citizenship. No significant relationship between (motivating employees) and level of organizational citizenship. The researchers have recommended the following: Developing and training Ministries' personnel and utilized their abilities, through rehabilitation and upgrading their skills by holding specialized training courses based on job analysis. Confidence ought to be maintained among individuals or work groups, focusing on team spirit in the Ministerial work, via way of means of preserving workshops and seminars that display significance of teamwork and its urgent necessity.

- Study of (Mary, 2017), entitled: Employee Empowerment and Performance of Public Universities in Kenya. This study examined assessing influence of employee empowerment on performance of Public Universities in Kenya. A positivist paradigm using descriptive research design was used. The population comprised of staff of Chartered Public Universities in Kenya 2013. A sample size of 1,011 staff was selected from employees of Chartered Public Universities in Kenya. The results revealed that employee empowerment have positive impact on performance.

- Study of (Shatha et al., 2016), entitled: Impact of empowering workers on job satisfaction in the Central Bureau for Control and Audit, Republic of Yemen. Shatha et al. (2016) study aimed to identify impact of empowering workers on job satisfaction in Central

Bureau for Control and Audit, Republic of Yemen. A questionnaire had been designed, developed and distributed to the sample of (100) persons, researcher us (SPSS) Program for data analysis depending on arithmetic mean and multiple regression analysis. Study results consist of the following: Availability of all dimensions for enabling workers in Central Bureau for control and Accounting, since five-dimensions are widely available, while two dimensions are moderately available (participation, work environment). Additionally, no differences of moral significance exist on level of applying empowerment of employees attributed to (gender, employment grade, scientific qualification, scientific specialization). Alternatively, there are moral significance differences attributed to (years of experience). Study recommends top management to educate departments' heads at all administrative levels with significance of their role in making employees more aware of dimensions of empowerment of personnel (participation, work environment), and its reflection on their performance and bureau performance.

- Study of (Minhajul Islam 2016), entitled: Impact of employee's empowerment on employee's satisfaction and service quality: Empirical evidence from financial enterprises in Baghdad. This study aims determining effect of employee's empowerment on employee's satisfaction and service quality, in addition, effect of employee's satisfaction on service quality. Results show that employee's satisfaction and service quality rely on a large degree on employee's empowerment and that employees who are satisfied with service deliver better excellence services. This study shows empowering employees within organization can rise employee satisfaction's level, thus brings about growth in service quality offered to customers.

4. METHODS AND PROCEDURES

Based on study approach, population and its sample, tool and testing, the research reached into following:

4.1 Research Methodology

Researcher used descriptive analytical method and analytical approach.

4.2. Population and Sample

Study population consists of (601) employees in JMCs. Based on Sekaran table, (Sekaran, 2003) representative sample mustn't be less than (234), for decision makers, most of Jordanian Ministries, decision makers are: Secretary General, Assistant of Secretary General, Director of Departments and Consultants. Jordan has (24) Ministries, (280) questionnaires were distributed for all Ministries. The researcher using convenience sampling technique during distributing questionnaires.

About (19) questionnaires were not returned representing (6.8%) of all questionnaires. After reviewing them, (16) questionnaires were unanswered. Approximately (87.5%) of questionnaires are valid. Sample size consists of (245) respondents.

4.3. Study Instrument

Researcher designed a questionnaire based on administrative empowerment's field and administrative decision-making, where the questionnaire included (35) items.

4.3.1 Sincerity Tool

The researcher used for testing a tool for sincerity with the aid of faculty members. agreed on items' content and recommended some language adjustment, elimination of

4.3.2 Reliability

Researcher used Cronbach's Alpha Coefficient Measure for testing study's tool reliability as shown in table (1) below:

Table 1 Cronbach's Alpha's Coefficient (Internal consistency of items)

Study variables	No. of items	Cronbach's Alpha	Stability ratio
Personality development	5	0.694	%69.4
Delegation of authority	5	0.688	%68.8
Imitation and simulation	5	0.769	%76.9
Self-motivation	5	0.732	%73.2
Creative behavior development	5	0.715	%71.5
Administrative decision- making	10	0.821	%82.1
Overall Tool	35	0.827	%82.7

5. STATISTICAL ANALYSIS OF DATA AND RESULTS' DISCUSSION

Researcher explains results of data statistical analysis and hypothesis.

5.1. Results Obtained from 1st Study's Question

What is evaluation level of study sample respondents of administrative empowerment's dimensions in Jordanian Ministries' Centers?

For the purpose of answering first question, the researcher calculated arithmetic means and standard deviations for employees' estimations about administrative empowerment's level of evaluation regarding (personality development, delegation of authority, imitation and simulation, self-motivation and creative behavior development). Results shown in table (2) show a (medium) general mean for variable (administrative empowerment), with a value (3.61) and a standard deviation of (0.171). Result shows that employees' response for evaluation level of (administrative empowerment) is (positive), and this means that evaluation level of employees is (medium).

Table 2 Means and Standard Deviations of Administrative Empowerment's Dimensions (N = 245)

No.	Administrative Empowerment's Dimensions	Mean	Standard deviation	Rank	Evaluation level
1	Personality development	3.83	0.842	1	High
2	Delegation of authority	3.38	1.747	5	Medium
3	Imitation and simulation	3.61	1.305	3	Medium
4	Self-motivation	3.71	0.957	2	High

Impact of Administrative Empowerment on Administrative Decision-Making in Jordanian Ministries' Centers

5	Creative behavior development	3.53	1.512	4	Medium
-	General mean	3.61	0.171	-	Medium

Table (2) shows (personality development) dimension comes (first) of importance for Ministries centers' employees with a mean (3.83) and standard deviation (0.842), whereas (self-motivation) dimension comes (second) with a mean (3.71) and standard deviation (0.954), where (Imitation and simulation) dimension comes (third), where its mean is (3.61) and standard deviation of (1.305), (creative behavior development) dimension came (forth) with a mean (3.53) and standard deviation (1.512), finally (Delegation of authority) dimension comes (last), where it has a mean (3.38) and it has a standard deviation (1.747).

4.2. Results Obtained from 2nd Study's Question

What is evaluation level of study sample respondents of administrative decisions concerning managers in JMCs?

For the purpose of answering 2nd question, arithmetic means (AM) and standard deviations (SD) for employees' estimations about administrative decision-making items.

Table (3) shows medium general level of (AM) regarding (administrative decision-making), as its value is (3.65) with a SD (0.151). This result shows that employees' response of evaluation level of (administrative decision-making) is (medium), and this AM shows that evaluation level of employees for mentioned variable items is (medium).

Table 3 Means and Standard Deviations of administrative decision-making items (N = 245)

No.	Items	Means	Std. dev.	Rank	Evaluation level
1	I make effective management decisions without any impediments to my work.	3.87	0.491	1	High
2	There are many decisions that are modified or canceled.	3.84	0.522	2	High
3	Sometimes I feel easy to choose alternatives when making decisions.	3.63	0.581	6	Medium
4	Work to achieve the desired goals as efficiently as possible.	3.49	1.261	9	Medium
5	I see clear flexibility regarding the organizational sequence in decision-making.	3.78	0.553	4	High
6	I find it easy to determine the right way to implement decisions.	3.52	1.258	7	Medium

7	I use the quantitative methods in decision-making most of the time.	3.66	0.771	5	Medium
8	Better to give autonomy in decision-making about my work performance and my responsibilities.	3.38	1.273	10	Medium
9	I share the department in decision-making regarding the implementation of new programs.	3.51	1.159	8	Medium
10	I contribute to making decisions that concern my work without reference to my direct supervisor.	3.82	0.543	3	High
-	General mean	3.65	0.151	-	Medium

Results in Table (3) show that (I make effective management decisions without any impediments to my work) item came (first) in importance for employees in Jordanian Ministries' Centers with AM (3.87) and SD (0.49), finally (Better to give autonomy in decision-making about my work performance and my responsibilities) item came (last) for JMCs' employees evaluation of priorities with AM (3.38) and SD (1.273).

4.3. Results Obtained from Testing Study Hypothesis

Table (4) shows One-Sample Kolmogorov-Smirnov test's results.

Table 4 Results of One-Sample Kolmogorov-Smirnov's Test

Study variables	(Kolmogorov -Smirnov) (Z)	Sig. (p-value)
Personality development	2.277	0.003
Delegation of authority	2.484	0.001
Imitation and simulation	2.202	0.011
Self-motivation	2.286	0.023
Creative behavior development	1.042	0.227
Administrative Decision-making	1.196	0.114

Table value (Z) at P-value ($\alpha = 0.05$) equals 1.96

Table (4) shows normal distribution of data for some dimensions of study variables. Calculated values (Z) for dimensions are more than tabulated value (Z), they are (1.96). P-value for some mentioned dimensions is less than significance level ($\alpha = 0.05$).

Researcher used a non-parametric test Kendall's W Test for testing study hypotheses' validity, as follows:

4.3.1 Testing Study Hypotheses

The researcher used two linear regression types, Multiple and Simple. For major hypothesis, the multiple was used, whereas simple regression for sub-hypothesis was used.

4.3.1.1 Testing Major Hypothesis

H₀: There is no statistically significance difference of administrative empowerment's dimensions (personality development, delegation of authority, imitation and simulation, self-motivation and creative behavior development) impact on administrative decision-making in Jordanian Ministries Centers at significance level ($\alpha \leq 0.05$).

In relation of testing major hypothesis, the researcher used Multiple linear Regression. Table (5) shows result of Multiple Regression of first major hypothesis as follows:

Table 5 Results of multiple regressions of major hypothesis

DV	r	r ²	F	Sig	IDV (Administrative Empowerment Dimensions)	B	t	Sig
Administrative decision- making	0.707	0.499	469.741	0.000	Personality development	0.319	7.698	0.000
					Delegation of authority	0.198	4.867	0.000
					Imitation and simulation	0.411	9.400	0.000
					Self-motivation	0.455	12.459	0.000
					Creative behavior development	0.236	6.269	0.000

Table (5) shows research dependent variable (administrative decision-making) and independent variables (personality development, delegation of authority, imitation and simulation, self-motivation and creative behavior development) are significant, because **F** significant is (0.00) which is less than (0.05) and calculated **F** value (469.741), is more than **F** table (2.89), therefore we refuse **H₀** and accept alternative. There is statistically significant difference of administrative empowerment's dimensions (personality development, delegation of authority, imitation and simulation, self-motivation and creative behavior development) impact on administrative decision-making in Jordanian Ministries Centers at significance level ($\alpha \leq 0.05$). Correlation between DV and IDV $R^2 = 0.499$, means that independent variables' contribution influence on dependent variable is 49.9%.

4.3.1.2 Sub-Hypothesis

H₀₁: There is no statistically significance difference of personality development's influence on administrative decision-making in JMCs at significance level ($\alpha \leq 0.05$).

On the grounds of testing first sub-hypothesis, researcher used simple linear regression. Table (6) shows result of simple regression of first sub-hypothesis.

Table 6 Results of simple regressions of first sub-hypothesis

DV	r	r ²	IDV	B	t _{calculated}	t _{Table}	Sig
Administrative decision-making	0.807	0.651	Personality development	0.824	27.541	1.96	0.000

The hypothesis was tested at significance level ($\alpha \leq 0.05$), as table (5) shows the following results:

Calculated t-value (27.541), which is higher than t-table value (1.96), this explains there is statistically significance influence of IDV on DV. P-value is less than (0.05), the researcher rejects H_{01} and accepts alternative one which shows that: There is statistically significant difference of personality development's impact on administrative decision-making in JMCs at significance level ($\alpha \leq 0.05$).

Table (6) shows that there is a positive (strong) relation between IDV and DV, where r value ($r = 0.807$) is more than 0.5 (Cohen, 1988), this indicates if independent variable increases, it will positively effect on dependent variable. In addition, Personality development variable's contribution on customer's comfort (65.1%), where ($R^2 = 0.651$), remaining percentage is connected to other factors. As B is (0.824) this means increase of one unit in Personality development will increase administrative decision-making by 82.4%

H₀₂: There is no statistically significant difference of delegation of authority's impact on administrative decision-making in JMCs at significance level ($\alpha \leq 0.05$).

On the side of testing second sub-hypothesis, researcher used simple linear regression. Table (7) shows result of simple regression of second sub-hypothesis.

Table 7 Results of simple regressions of Second sub-hypothesis

DV	r	r ²	IDV	B	t _{calculated}	t _{Table}	Sig
Administrative decision-making	0.874	0.764	Delegation of authority	0.880	36.259	1.96	0.000

The hypothesis was tested at significance level ($\alpha \leq 0.05$), table (7) shows the following results:

Calculated t-value (36.259) is higher than t-table value (1.96), this indicates that there is an impact of IND on DV.

P-value less than (0.05), researcher does not accept null hypothesis and accepts alternative: There is no statistically significance difference of delegation of authority's impact on administrative decision-making in JMCs at significance level ($\alpha \leq 0.05$).

Table (7) shows that there is positive (strong) correlation between DV and IND, where r value is ($r = 0.874$), which is more than 0.5 (Cohen, 1988), this indicate if independent variable increases it will positively effect on dependent variable. In addition, delegation of authority variable contribution on administrative decision-making is (76.4%), where ($r^2 = 0.764$). As B is (0.880) this means increase of one unit in delegation of authority will increase administrative decision-making by 88%

H03: There is no statistically significant difference of imitation and simulation's impact on administrative decision-making in JMCs at significance level ($\alpha \leq 0.05$).

In the interest of testing third sub-hypothesis, researcher used a simple linear regression. Table (8) shows results regarding simple regression of third sub-hypothesis

Table 8 Results regarding simple regressions of third sub-hypothesis

DV	r	r ²	IDV	B	t _{calculated}	t _{Table}	Sig
Administrative decision-making	0.720	0.518	Imitation and simulation	0.703	20.926	1.96	0.000

The hypothesis was tested at significant level ($\alpha \leq 0.05$), table (8) shows the following results:

Calculated t-value (20.926) is higher than t-table value (1.96), this shows that there is statistically significant impact of IDV and DV.

t-value significance difference less than (0.05), researcher rejects null hypothesis and accepts alternative: There is statistically significance difference of imitation and simulation's impact on administrative decision-making in JMCs at significance level ($\alpha \leq 0.05$).

Table (8) shows there is positive (strong) correlation between IDV and DV, where R value ($R = 0.720$), which is more than 0.5 (Cohen, 1988). This indicates if independent variable increases, it will positively effect on dependent variable. In addition, imitation and simulation variable contribution on administrative decision-making (51.8%) where ($R^2 = 0.518$). As B was (0.703) this means increase of one unit in imitation and simulation will increase administrative decision-making (0.703).

H04: There is no statistically significant difference of self-motivation's impact on administrative decision-making in JMCs at significance level ($\alpha \leq 0.05$).

For testing forth sub-hypothesis, researcher used simple linear regression. Table (9) shows result regarding simple regression of third sub-hypothesis.

Table 9 Results regarding simple regressions of forth sub-hypothesis

DV	r	r ²	IDV	B	t _{calculated}	t _{Table}	Sig
Administrative decision-making	0.836	0.699	Self-motivation	0.890	30.772	1.96	0.000

The hypothesis was tested at significant level ($\alpha \leq 0.05$), table (9) shows the following results:

Calculated t-value (30.772) is higher than t-table value (1.96), and this explains that there is statistically significant effect of IDV and DV. P-value less than (0.05), null hypothesis is rejected, where alternative is accepted: There is statistically significance difference of self-motivation's impact on administrative decision-making in JMCs at significance level ($\alpha \leq 0.05$).

Table (9) shows there is positive (strong) relation between independent and dependent variables, where ($R = 0.836$), which shows it is more than 0.5 (Cohen, 1988), this indicates if

independent variable increases, it will positively effect on dependent variable. In addition, self-motivation variable contribution on administrative decision-making is (69.9%), where ($R^2 = 0.699$). As B was (0.890) this means increase of one unit in self-motivation will increase administrative decision-making (0.890).

H05: There is no statistically significant difference of creative behavior development's impact on administrative decision-making in JMCs at significance level ($\alpha \leq 0.05$).

On the basis of testing fifth sub-hypothesis, researcher used a simple linear regression. Table (10) shows simple regression of fifth sub-hypothesis.

Table 10 simple regressions of fifth sub-hypothesis

DV	r	r ²	IDV	B	t calculated	t Table	Sig
Administrative decision-making	0.848	0.720	Creative behavior development	0.831	32.339	1.96	0.000

The hypothesis was tested at significant level ($\alpha \leq 0.05$), table (10) shows the following results:

Calculated t-value (32.339) is higher than t-table value (1.96), this shows that there is statistically significant impact of IDV and DV.

significant value of t less than (0.05), researcher rejects null hypothesis and accepts alternative: There is no statistically significant difference of creative behavior development's impact on administrative decision-making in JMCs at significance level ($\alpha \leq 0.05$).

Table (10) shows there is positive (strong) relationship regarding independent and dependent variables, where ($R = 0.848$), that is more than 0.5 (Cohen, 1988). This indicates if independent variable increases, it will positively effect on dependent variable. In addition, creative behavior development variable contribution on administrative decision-making (72%), where ($R^2 = 0.720$). As B is (0.831) this means increase of one unit in creative behavior development will increase administrative decision-making 83.1%

6. CONCLUSION AND RECOMMENDATIONS

6.1. Conclusion

- Evaluation level of administrative empowerment's dimensions, which are (personality development, delegation of authority, imitation and simulation, self-motivation and creative behavior development) in study sample in Jordanian Ministries' Centers is (medium). This means that evaluation level is (medium).
- Study sample evaluation for (administrative decision-making) items is (positive), this means that evaluation level of items of study sample's viewpoint in Jordanian Ministries' Centers is (medium).
- Personality development dimension came (first) in significance regarding study sample's viewpoint in Jordanian Ministries' Centers, self-motivation dimension came (second), whereas imitation and simulation dimension came (third), whilst creative behavior development dimension came (fourth), finally delegation of authority dimension came (fifth) regarding study sample's viewpoint in Jordanian Ministries' Centers (JMCs) evaluation of priorities.
- Results of multiple regression test show there is statistically significance impact at ($\alpha = 0.05$) regarding administrative empowerment's dimensions (personality

development, delegation of authority, imitation and simulation, self-motivation and creative behavior development) on administrative decision-making in JMCs. In addition, administrative empowerment's dimensions have direct and strong relationship with decision-making in JMCs, relation among variables is (0.707). Correspondingly, administrative empowerment's dimensions (personality development, delegation of authority, imitation and simulation, self-motivation and creative behavior development) contribute about (50%) of decision-making in the JMCs.

- There is statistically significant difference of personality development's impact on administrative decision-making in JMCs at significance level ($\alpha \leq 0.05$). In addition, personality development has direct and strong relationship with decision-making in JMCs, relation among variables is (0.807). Similarly, personality development contributes about (65%) of decision-making in JMCs
- There is no statistically significant difference of delegation of authority's impact on administrative decision-making in JMCs at significance level ($\alpha \leq 0.05$).
- In addition, delegation of authority has direct and strong relationship with decision-making in Jordanian ministries centers, relation among variables is (0.874). Likewise, delegation of authority contributes about (76. %) of decision-making in JMCs, it is the highest contribution of administrative empowerment's dimensions on decisions-making in JMCs.
- There is statistically significant difference of imitation and simulation's impact on administrative decision-making in JMCs at significance level ($\alpha \leq 0.05$). In addition, imitation and simulation have direct and strong relationship with decision-making in JMCS, relation among variables is (0.720). Furthermore, imitation and simulation contribute about (52. %) of decision-making in JMCs, it is the lowest contribution of administrative empowerment's dimensions on decisions-making in JMCs.
- There is no statistically significant difference of self-motivation's impact on administrative decision-making in JMCS at significance level ($\alpha \leq 0.05$). In addition, self-motivation has direct and strong relationship with decision-making in JMCs, relation among variables is (0.836). Moreover, self-motivation contributes about (70. %) of decision-making in JMCs.
- There is no statistically significant difference of creative behavior development's impact on administrative decision-making in JMCs at significance level ($\alpha \leq 0.05$). In addition, creative behavior development has direct and strong relationship with decision-making in JMCs, relation among variables is (0.848). Additionally, creative behavior development contributes about (72 %) of decision-making JMCs

6.2. Recommendations

- Focusing attention on Jordanian Ministries in (self-motivation) dimension in order to obtain (fifth) rank and last on priorities of evaluating of employees in mentioned Ministries and taking into account activation of this dimension in view of importance of motivating employees in administrative decision-making.
- Study recommends to necessity of drawing attention by relevant authorities in Jordanian Ministries in item (8) contained within (administrative decision-making) variable, which is: (Better to give autonomy in decision making about my work performance and my responsibilities).

- Necessity of relevant authorities in Jordanian Ministries to grant right to effective participation of their employees in decision-making related to their work and responsibilities.
- Working on holding training sessions and workshops by Jordanian Ministries aimed to developing awareness of importance of applying administrative empowerment's dimensions in mentioned Ministries.
- Necessity to pay attention of Jordanian Ministries to activate process of (making administrative decisions) by relying on accurate database, which reflects positively on journey of mentioned Ministries in general, and employees in particular.

ACKNOWLEDGEMENT

This research is funded by the Deanship of Research and Graduate Studies at Zarqa University, Jordan

REFERENCES

- [1] Afandi, A. (2003), Empowerment of employees: entrance to improvement and continuous development, Arab Organization for Administrative Development, Cairo, Egypt.
- [2] Al-Ajmi, Muhammad Hasanein, (2008), Administrative Leadership and Human Development, Dar Al-Masirah, Amman, Jordan.
- [3] Al-Ma'ani, A. I., (2008), The impact of the employees Empowerment to achieve the excellence for Jordanian establishments participating in Award of King Abdullah II for Excellence, PhD thesis (unpublished), Amman Arab University for Graduate Studies, Jordan.
- [4] Al-Reqeb, M. M. (2020) Administrative empowerment of private basic schools' principals in the capital Amman and its relationship to work ethics from assistants and teachers' point of view (Dissertation,] Middle East University, Faculty of Educational Sciences, Amman, Jordan
- [5] Al-Otaibi, Saad Bin Marzouk, (2004), Ideas to enhance the employee's empowerment in Arab organizations. Working Paper for the Fifth Administrative Forum, Arab Organization for Administrative Development, Cairo, Egypt.
- [6] Ata'a, S. M. et al. (2016). Impact of empowering workers on job satisfaction in the Central Bureau for Control and Audit, Republic of Yemen, SUST Journal of Economic Sciences, 17 (2) 124.
- [7] Ba'athman, Rima Abdul Rahman, (2002), Empowerment of employee as a method to address some organizational problems in public institutions: A Field study on the General Organization of Saudi Arabian Airlines, PhD Dissertation (Unpublished), Faculty of Economics and Administration, King Abdul Aziz University.
- [8] Burkholder, Kevin, (2007), The Value of Empowerment–The 6 Levels of Empowerment, News vine.
- [9] Busara, G. C. (2016). Impact of Employees on Organization Performance: A case Study of Governmental Procurement Service Agency. (Master Thesis, Open University of Tanzania).
- [10] Hanes, R. A. (2020) The Effects of Performance Based Funding on Decision-Making at an Ohio Community College (Dissertation,] Miami University, Ohio.

- [11] Ibua, P. M. (2017). Employee Empowerment and Performance of Public Universities in Kenya, Department of Management Science, Technical University of Mombasa. *Strategic Journal of Business & Change Management*, 4(3) 479–495.
- [12] Jafari, Nia, Shamsollah. Jafarizadeh, Forouz. Zarei, and Seyedeh Elham, (2011), Reviewing Employee Empowerment Models, *Tadbir Journal*, No. 237: 67-75.
- [13] Kurdi, Ahmad Al-Sayed (2010), Strategy of administrative empowerment for employees, Ahmed Kurdi development site.
- [14] Melhem, Yehia Saleem, (2006), Empowerment as a Contemporary Management Concept, Arab Organization for Administrative Development, Cairo, Egypt.
- [15] Mesbahi, M., and Abbaszadeh Abass, (2012), Empowering University Employees of Support Department of Keram Medical University, *Journal of Qualitative Research in Health Sciences*, 1(4): 321-333.
- [16] Minhajul Islam (2016). The Impact of Employees Empowerment on Employees Satisfaction and service Quality: Empirical Evidence from Financial Enterprises in Baghdad, 17 (2), 178-189.
- [17] Mohammad, S.N., Masoodul, H., Saad, H., Sadia, S., and Muhammad, A.A., (2014), Impact of Employee Training and Empowerment on Employee Creativity Through Employee Engagement: Empirical Evidence from the Manufacturing Sector of Pakistan, *Middle-East Journal of Scientific Research*, 19 (4): 593-601.
- [18] Mohammadi, M.R., (2014). The Role of Psychological Empowerment on Senior Managers Performance in Petroleum Industry, *Asian Journal of Research in Social Sciences and Humanities*, 4(3), 371-381.
- [19] Musleh, A., Milhem M. (2017, July). Administrative Empowerment and Organizational Citizenship Level on the Application on Palestinian Ministries on Qalqilya City/ Palestine. *JiL Magazine of Legal depth Research*, 16, 11-12.
- [20] Olwan, M. O., Zeyadat Z. E. (2020) Impact of MIS on quality of management decision-making from point of view of decision makers in Jordanian banks, *Journal of Economics and Business Studies*, Gaza. 28(2) 90 -113
- [21] Yukl, G. A., & Becker, W.S., (2006), Effective Empowerment in Organizations, *Organization Management Journal*, 3(1): 210-231.