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**Administrative Empowerment in Sports Organizations  
and Its Relationship to Organizational Effectiveness  
A Field Study of the Youth and Sports Directorate, Chlef  
Province**

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**Abstract**

*Administrative empowerment is considered a contemporary concept that has garnered significant attention from scholars and researchers in this field. Understanding its elements and dimensions is essential for modern organizational practice. This study examines administrative empowerment in the context of sports administration and its relationship with organizational effectiveness. The research aims to identify the nature of the relationship between administrative empowerment and organizational effectiveness, as well as the relationships between the dimensions of administrative empowerment – namely, delegation of authority, training, and team-based work – and organizational effectiveness. The study employed a descriptive-analytical methodology utilizing a questionnaire as the primary data collection instrument. Statistical analysis was conducted using the SPSS software package. The research sample comprised 36 employees from the Youth and*



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*Sports Directorate. The findings revealed a positive direct correlation between the level of administrative empowerment and the level of organizational effectiveness among the surveyed personnel.*

**Keywords:** *Administrative empowerment, organizational effectiveness, delegation of authority, training, team-based work, sports organizations*

### **Résumé**

*L'autonomisation administrative est considérée comme un concept contemporain qui a suscité un intérêt considérable de la part des universitaires et des chercheurs dans ce domaine. Il est essentiel de comprendre ses éléments et ses dimensions pour la pratique organisationnelle moderne. Cette étude examine l'autonomisation administrative dans le contexte de l'administration sportive et sa relation avec l'efficacité organisationnelle. La recherche vise à identifier la nature de la relation entre l'autonomisation administrative et l'efficacité organisationnelle, ainsi que les relations entre les dimensions de l'autonomisation administrative, à savoir la délégation de pouvoirs, la formation et le travail en équipe, et l'efficacité organisationnelle. L'étude a utilisé une méthodologie descriptive et analytique, avec un questionnaire comme principal outil de collecte de données. L'analyse statistique a été réalisée à l'aide du logiciel SPSS. L'échantillon de la recherche comprenait 36 employés de la Direction de la jeunesse et des sports. Les résultats ont révélé une corrélation directe positive entre le niveau d'autonomisation administrative et le niveau d'efficacité organisationnelle parmi le personnel interrogé.*

**Mots clés :** *Autonomisation administrative, efficacité organisationnelle, délégation de pouvoir, formation, travail en équipe, organisations sportives*

## Introduction

The human dimension and human resources management constitute an important research area, as individuals represent the primary determinants of success or failure for any organization, enterprise, or nation. Consequently, concern for human capital—its management, direction, and motivation—ranks among the most critical considerations, often superseding concerns related to financial resources, technology, organizational structure, and design. While tangible assets form the foundation of organizational infrastructure, intangible human resources contain profound complexities that are difficult to comprehend fully. Humans constitute a reservoir of attitudes, impressions, instincts, and motivations that are neither visible nor easily observable, requiring specialized expertise to understand and appreciate their importance.

Issues related to the human dimension in organizational contexts are extensive and multifaceted. Human resource management literature consistently emphasizes the importance of selection, proper placement of individuals in suitable positions, capability development, training, employee retention, and the provision of both tangible and intangible rewards and incentives. However, among these concerns, administrative empowerment emerges as a subject that global administrators in organizations—both in the Western and Eastern hemispheres—approach with varying degrees of caution, skepticism, and sometimes uncertainty, while at other times demonstrating sincere commitment and care. This ambivalence would not exist if the matter concerned merely technological development, increased organizational profits, expanded customer acquisition, or



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increased shareholder returns—tangible matters of clear consequence. However, when the issue involves political dimensions such as control and influence, conflicts become perpetual, even among nations regarding power, dominance, and sovereignty. Administrative empowerment represents a matter of influence and the redistribution of that influence (Yahya Melhem, 2006, p. 9).

The situation does not differ significantly for organizations. Genuine human empowerment fundamentally entails restructuring power centers and redistributing authority, decision-making rights, and discretionary power. This process becomes inherently complex and challenging. Consequently, this study addresses administrative empowerment within the context of sports administration, guided by the following principal research question:

**What is the nature of the relationship between administrative empowerment and organizational effectiveness among personnel of the Youth and Sports Directorate?**

### **Research Sub-questions**

- Is there a statistically significant relationship between the level of delegation of authority and organizational effectiveness among Youth and Sports Directorate personnel?
- Is there a statistically significant relationship between the level of training and organizational effectiveness among Youth and Sports Directorate personnel?
- Is there a statistically significant relationship between the level of team-based work and organizational

effectiveness among Youth and Sports Directorate personnel?

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## **Research Hypotheses**

### *Principal Hypothesis*

A statistically significant positive correlation exists between the level of administrative empowerment and the level of organizational effectiveness among personnel of the Youth and Sports Directorate.

### *Sub-hypotheses*

- A statistically significant positive correlation exists between the level of delegation of authority and organizational effectiveness among Youth and Sports Directorate personnel.
- A statistically significant positive correlation exists between the level of training and organizational effectiveness among Youth and Sports Directorate personnel.
- No correlation exists between the level of team-based work and organizational effectiveness among Youth and Sports Directorate personnel.

## **Research Objectives**

This study aims to determine:

- The relationship between delegation of authority and organizational effectiveness among Youth and Sports Directorate personnel
- The relationship between training and organizational effectiveness among Youth and Sports Directorate personnel



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- The relationship between team-based work and organizational effectiveness among Youth and Sports Directorate personnel
- The overall relationship between dimensions of administrative empowerment and the level of organizational effectiveness among personnel of the Youth and Sports Directorate

## **1. Related and Prior Studies**

### **First Study**

Hatem Samati (2022) conducted research at Brika University Center titled "Administrative Empowerment and Organizational Effectiveness." This study aimed to reveal the nature of the relationship between administrative empowerment and organizational effectiveness among administrative personnel at Si Hawas University Center in Batna, with a sample of 73 employees. The researcher employed a descriptive-analytical methodology and utilized a questionnaire for data collection. Findings indicated elevated levels of both administrative empowerment and organizational effectiveness, with a positive correlation between them. The study also revealed significant correlations between delegation of authority, employee training, communication, motivation, and organizational effectiveness[1].

### **Second Study**

Al-Din Ismail and Ramilah Lamour (2022) conducted research at Ghardaia University titled "The Role of Administrative Empowerment in Achieving Organizational Effectiveness." This study investigated administrative

empowerment's contribution to organizational effectiveness at the Applied Research Unit for Renewable Energy in Ghardaia. The researchers employed a descriptive-analytical methodology with a questionnaire for data collection. Findings indicated that experience exerted a significant impact on organizational effectiveness, while an inverse relationship existed between delegation of authority and organizational effectiveness, with no significant impact from training on organizational effectiveness [2].

### **Third Study**

Khawla Gharabi and Suad Makhluf (2021) conducted research at Batna University titled "Administrative Empowerment and Its Relationship to Organizational Justice." This study aimed to reveal the relationship between administrative empowerment and organizational justice, as well as to assess the level of administrative empowerment implementation within municipal institutions. The researchers utilized a descriptive methodology with questionnaires, sampling 32 employees. Findings revealed a statistically significant strong relationship between administrative empowerment and organizational justice, with a moderate level of administrative empowerment implementation observed in the studied organizations [3].

### **Fourth Study**

Baghoud Radhia (2020) conducted research at Bouira University titled "The Impact of Administrative Empowerment on Promoting Organizational Commitment among Employees." This study measured the impact of administrative empowerment on organizational commitment levels among personnel at a productive unit



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within the National Institution for Cleaning Products and Maintenance Materials. The descriptive methodology was employed with a questionnaire distributed to 79 respondents. Results indicated moderate levels of both administrative empowerment and organizational commitment, with administrative empowerment demonstrating a significant impact on organizational commitment levels[4].

## **2. Conceptual and Terminological Framework**

### **2.1. Administrative Empowerment**

Administrative empowerment is defined as granting employees greater rights, authority, and freedom within their positions. This involves providing freedom for opinion expression, creativity, and participation in matters related to their responsibilities. Functional empowerment liberates individuals from rigid directives, policies, and strict oversight, enabling discretionary action in their work while assuming corresponding responsibility[5].

Administrative empowerment represents the process of enabling others to enhance their individual and collective capabilities and to contribute optimally through participation in information sharing, decision-making, and administrative responsibilities, while fostering a sense of ownership in organizational growth, development, and innovation (Emad Ali Mohairat, 2010, p. 22)[6].

### **2.2. Organizational Effectiveness**

Some researchers have conceptualized organizational effectiveness in environmental terms, suggesting that organizational effectiveness corresponds to the degree of

organizational adaptation to internal and external circumstances. Alver (1989) proposed that effectiveness signifies an organization's capacity to survive, adapt, and grow, independent of the specific objectives achieved[7].

Other scholars contend that organizational effectiveness is achieved through efforts to satisfy diverse stakeholders by reconciling their divergent objectives. Miles and Keely (1989) define effectiveness as "the degree of organizational success in meeting environmental demands and satisfying the needs of organizational constituents, including employees and external stakeholders." Additional scholars have defined organizational effectiveness as "the capacity to satisfy stakeholders whose influence determines organizational persistence and continuity, including customers, employees, and suppliers" (Belqasem Slatnia, 2013, p. 18)[8].

### **3. Field Study Methodology**

#### **3.1 Research Methodology**

The study employed a descriptive-analytical methodology appropriate for the research objectives.

#### **3.2 Research Population and Sample**

- **Research Population:** The population consists of 36 employees of the Youth and Sports Directorate of Chlef Province.
- **Research Sample:** A census sampling method was employed, with all 36 population members comprising the research sample.



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### **3.3 Data Collection Instruments and Methods**

The primary data collection instrument was a structured questionnaire, developed through consultation with relevant literature and previous related studies.

The questionnaire comprised two main sections:

#### **Section A: Administrative Empowerment**

This section addressed three primary dimensions:

- Delegation of authority
- Human resource training
- Experience

This section contained 18 items.

#### **Section B: Organizational Effectiveness**

This section contained 12 items measuring organizational effectiveness.

### **3.4 Psychometric Properties of the Measurement Instrument**

**Face Validity:** Following initial questionnaire development, the instrument was presented to subject matter experts for review and recommendations.

**Reliability and Validity:** Cronbach's alpha coefficients were calculated for reliability assessment, with internal consistency verified through calculation of composite validity indices (the square root of reliability coefficients).

<b>Dimension</b>	<b>Cronbach's <math>\alpha</math></b>	<b>Composite Validity</b>
Delegation of Authority	0.71	0.84
Training	0.75	0.86
Experience	0.73	0.85
Administrative Empowerment (Overall)	0.82	0.90
Organizational Effectiveness	0.79	0.88

**Table 1: Reliability and Validity Coefficients**

### **3.5 Research Variables**

**Independent Variable:** Administrative empowerment

**Dependent Variable:** Organizational effectiveness

### **3.6 Statistical Methods**

Data analysis was conducted using SPSS (Statistical Package for the Social Sciences) software, employing the following statistical techniques:

- Pearson correlation coefficient
- Cronbach's alpha reliability coefficient
- Arithmetic mean and standard deviation

## **4. Presentation, Analysis, and Discussion of Research Findings**

### **4.1 Results of Table 1: First Sub-hypothesis**

**First Sub-hypothesis:** A statistically significant positive correlation exists between the level of delegation of



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authority and organizational effectiveness among Youth and Sports Directorate personnel.

Correlation Measure	Pearson r (Computed)	Pearson r (Critical)	Degrees of Freedom	Significance Level
Delegation of Authority	0.45	0.349	34	0.05

**Table 2: Correlation Analysis: Delegation of Authority and Organizational Effectiveness**

### Analysis of Table 1 Results

Examination of Table 1 reveals that the computed Pearson correlation coefficient between delegation of authority and organizational effectiveness is  $r = 0.45$ , which exceeds the critical value of  $r = 0.34$  at 34 degrees of freedom and a significance level of  $\alpha = 0.05$ . This correlation is statistically significant, indicating a positive direct relationship between the level of delegation of authority within the Youth and Sports Directorate and the level of organizational effectiveness. This finding confirms the validity of the proposed first sub-hypothesis. The results demonstrate that as employees experience increased freedom and flexibility in performing their work according to their preferred methods, organizational effectiveness increases proportionally.

## **Discussion of Table 1 Results**

The findings of Table 1 demonstrate a statistically significant positive correlation between delegation of authority and organizational effectiveness, consistent with several previous studies. Notably, Dirdi Fatima (2015), in her study "Delegation of Authority and Its Relationship to Organizational Effectiveness," concluded that delegation of authority plays a critical role in developing administrative competencies among subordinates, particularly given the increasingly vital role of human resources in achieving organizational effectiveness. Delegation encourages individuals and groups to participate in decision-making processes affecting their work environment, enabling employees to fully utilize their capabilities in service to the organization without restrictive constraints. Similarly, Helbawy Lakhdar's study "Authority Delegation in Decision-Making and Its Impact on Organizational Effectiveness in Public Organizations" found that 67% of respondents recognized that delegation creates flexibility and organization in work processes, attributed to the flexibility without excessive pressure, sense of responsibility, and increased work performance that delegation facilitates.

However, the research by Al-Din Ismail and Ramilah Lamour (2022) at Ghardaia University reported an inverse relationship between delegation of authority and organizational effectiveness, though this finding appears to represent an anomaly within the broader research consensus supporting the positive effects of authority delegation on organizational effectiveness[9].



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## 4.2 Results of Table 2: Second Sub-hypothesis

**Second Sub-hypothesis:** A statistically significant positive correlation exists between the level of training and organizational effectiveness among Youth and Sports Directorate personnel.

Correlation Measure	Pearson $r$ (Computed)	Pearson $r$ (Critical)	Degrees of Freedom	Significance Level
Training	0.50	0.349	34	0.05

**Table 3: Correlation Analysis: Training and Organizational Effectiveness**

### Analysis and Discussion of Table 2 Results

Examination of Table 2 indicates that the computed Pearson correlation coefficient between training and organizational effectiveness is  $r = 0.50$ , which exceeds the critical value of  $r = 0.34$  at 34 degrees of freedom and a significance level of  $\alpha = 0.05$ . This statistically significant correlation confirms the validity of the proposed second sub-hypothesis, demonstrating a positive direct relationship between training levels in the Youth and Sports Directorate and organizational effectiveness.

The findings of Table 2 reveal a statistically significant relationship between training level and organizational effectiveness among directorate personnel. These results diverge from the research by Al-Din Ismail and Ramilah Lamour (2022), who found no significant impact of training on organizational effectiveness. However, the current

findings align with Hatem Samati's (2022) study at Brika University Center, which concluded that employee training significantly contributes to increased organizational effectiveness. Similarly, Amira Sabek's (2024) doctoral dissertation confirmed the critical role of training in achieving organizational commitment.

The research by Salmi Rezq Allah and Zarwal Nasira (2022), titled "Human Resource Training and Its Role in Achieving Organizational Effectiveness," further emphasizes the importance of systematic training programs. This study notes that employee competencies represent a critical asset for organizational success, given the strong correlation between product quality and employee capability. Consequently, organizations implement intensive training programs designed to provide employees with requisite knowledge and appropriate behavioral competencies necessary for delivering high-quality products and services. This capability directly enables organizations to achieve their strategic objectives, which represents the fundamental essence of organizational effectiveness as conceptualized by many organizational scholars[10].

### **4.3 Results of Table 3: Third Sub-hypothesis**

**Third Sub-hypothesis:** No correlation exists between the level of team-based work and organizational effectiveness among Youth and Sports Directorate personnel.



Correlation Measure	Pearson $r$ (Computed)	Pearson $r$ (Critical)	Degrees of Freedom	Significance Level
Team-based Work	0.44	0.349	34	0.05

**Table 4: Correlation Analysis: Team-based Work and Organizational Effectiveness**

### Analysis and Discussion of Table 3 Results

Examination of Table 3 reveals that the computed Pearson correlation coefficient between team-based work and organizational effectiveness is  $r = 0.44$ , which exceeds the critical value of  $r = 0.34$  at 34 degrees of freedom and a significance level of  $\alpha = 0.05$ . This statistically significant correlation indicates a positive direct relationship between team-based work levels in the Youth and Sports Directorate and organizational effectiveness. However, this finding contradicts the proposed third sub-hypothesis, which hypothesized no relationship between these variables.

The results of Table 3 demonstrate a statistically significant relationship between team-based work and organizational effectiveness among directorate personnel, thereby disconfirming the null hypothesis. This finding aligns with multiple research studies in this domain. Notably, Amima Fadel Din and Belqasem Mizioua, in their analytical study "The Effectiveness of Team-based Work in Organizational Thought," emphasized the necessity and importance of team-based work within organizations. Team-

based work has emerged as a contemporary administrative methodology adopted by modern organizations, contributing significantly to employee capability development through interpersonal communication with team members, thereby reflecting individual strengths and improving overall performance.

This analysis resonates with theoretical frameworks, particularly Theory Z, which derives from Japanese management philosophy. This theory emphasizes attention to the human dimension of work, with scholars noting that increased employee productivity results not solely from financial incentives but from effective people management that cultivates group cohesion and organizational spirit. Within Japanese organizational frameworks, the emphasis on mutual regard, solidarity, and collective identity creates a family-oriented institutional culture that emphasizes communal values over individualistic objectives. This theoretical orientation explains the positive direct correlation between team-based work and increased organizational effectiveness within sports organizations[11].

#### **4.4 Results of Table 4: Principal Hypothesis**

**Principal Hypothesis:** A statistically significant positive correlation exists between the level of administrative empowerment and the level of organizational effectiveness among Youth and Sports Directorate personnel.



Correlation Measure	Pearson $r$ (Computed)	Pearson $r$ (Critical)	Degrees of Freedom	Significance Level
Administrative Empowerment	0.527	0.349	34	0.05

**Table 5: Correlation Analysis: Administrative Empowerment and Organizational Effectiveness**

### Analysis and Discussion of Table 4 Results

Examination of Table 4 demonstrates that the computed Pearson correlation coefficient between administrative empowerment and organizational effectiveness is  $r = 0.527$ , which substantially exceeds the critical value of  $r = 0.34$  at 34 degrees of freedom and a significance level of  $\alpha = 0.05$ . This highly significant correlation indicates a substantial positive direct relationship between the level of administrative empowerment in the Youth and Sports Directorate and the level of organizational effectiveness. These findings confirm the validity of the proposed principal hypothesis.

The results presented in Table 4 regarding the principal hypothesis demonstrate strong support for the hypothesized relationship between administrative empowerment and organizational effectiveness among directorate personnel. These findings accord with extensive existing research. Notably, Hatem Samati (2022) concluded that a positive correlation exists between these variables. Similarly, Baghoud Radhia (2020) from Bouira University found that administrative empowerment exerts a significant impact on organizational commitment among employees.

Abdelrahman Bi Raqad (2023), in a doctoral dissertation, emphasized the psychological benefits of functional empowerment for employees, noting that it generates a psychological state whereby employees perceive meaning in their work, appreciate their intrinsic motivation, recognize their self-efficacy, and understand their impact on organizational outcomes. This psychological state, coupled with an appropriate organizational climate encompassing psychological, social, and organizational dimensions, creates conditions where employees both influence and are influenced by their organizational context, thereby affecting numerous organizational variables and ultimately organizational effectiveness.

From the perspective advanced by Rebahi Zuhaydah (2018) in her doctoral dissertation, administrative empowerment represents a foundational principle of contemporary human resource development practices. It enables organizations to identify and mobilize latent employee capacities by fostering climates conducive to creativity and innovation, building effective work teams, and establishing trust relationships between managers and employees. Coupled with provision of adequate information for informed decision-making without constant managerial oversight and inclusion in training programs addressing developmental needs, empowerment mechanisms explain how organizations can develop clear visions supporting and energizing employee efforts to deliver superior performance.

The research by Haidara Wahida and Morshadi Al-Sharif, examining "Administrative Empowerment and Its Importance for Individuals and Organizations," explains the relationship between empowerment and effectiveness. Empowerment produces positive outcomes for individual



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employees through self-recognition and self-actualization within work environments. Empowerment fosters feelings of autonomy and freedom in task execution, enabling conscientious and capable performance. Empowered employees develop capacity for continuous achievement and contribution without reliance on supervisory intervention, while experiencing reciprocal trust relationships with supervisors and meaningful participation in organizational goal attainment. These conditions enhance organizational affiliation and loyalty, elevate morale, and improve job satisfaction and overall life satisfaction[12].

## Conclusions

Based on the theoretical framework examining administrative empowerment and organizational effectiveness, complemented by field research conducted within sports administration at the Youth and Sports Directorate, and through systematic analysis and discussion of the statistical values presented above, this study reaches the following conclusions:

1. **First sub-hypothesis is supported:** A statistically significant positive correlation exists between delegation of authority and organizational effectiveness among Youth and Sports Directorate personnel.
2. **Second sub-hypothesis is supported:** A statistically significant positive correlation exists between training and organizational effectiveness within sports organizations.
3. **Third sub-hypothesis is rejected:** The study provides empirical evidence demonstrating a statistically

significant positive correlation between team-based work and organizational effectiveness within sports organizations, contradicting the null hypothesis of no relationship.

4. **Principal hypothesis is strongly supported:** Comprehensive statistical evidence confirms a statistically significant positive correlation between administrative empowerment and organizational effectiveness among Youth and Sports Directorate personnel.

### **Recommendations and Suggestions**

Based on these findings, the following recommendations are proposed:

- **Institutional Support for Autonomy:** Supervising authorities should strengthen and encourage working professionals by granting greater freedom and autonomy within appropriate work frameworks, without excessive constraints. This approach enhances trust and confidence, thereby increasing organizational effectiveness and facilitating the achievement of organizational objectives.
- **Employee Participation in Decision-Making:** Organizations should actively involve employees in decisions affecting the institution and create opportunities for expressing opinions and offering suggestions regarding organizational matters.
- **Promotion of Team-based Work:** Organizations should encourage collaborative work through coordination among various relevant departments and functional units. Such coordination significantly



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facilitates task performance and accelerates organizational productivity.

- **Intensified Training Programs:** Organizations should substantially increase training opportunities for employees, particularly emphasizing contemporary technology utilization and development of work-related competencies and professional skills.
- **Administrative Awareness Initiatives:** Management should increase awareness among decision-makers regarding the significance of administrative empowerment and its substantial importance for organizational success, development, and competitive positioning in contemporary markets.

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