# THE IMPACT OF ADMINISTRATIVE EMPOWERMENT IN ENHANCING ORGANIZATIONAL LOYALTY TO ADMINISTRATIVE EMPLOYEES IN PUBLIC UNIVERSITIES: CASE OF MAJMAAH UNIVERSITY

## Thamer Saud Alkhaldi[1]

[1]Majmaah University - College of Business Administration
Business Administration Department

t.alkhaldi@mu.edu.sa[1]

**Abstract:**
**Purpose**: The study aimed to identify the effect of administrative empowerment in enhancing organizational loyalty to administrative employees at a public university, Majmaah University in the Kingdom of Saudi Arabia, as case study.
**Methodology/ approach**: a questionnaire list that included a set of questions; to survey the opinions of those being investigated, and to achieve the aim of the study.
**Sample and data**: An empirical study is conducted on a random sample of (326) administrative employees in various colleges, deanships, and departments of the university.
**Results**: The study found that there is an effect of administrative empowerment through four dimensions (authority delegation, work teams, training, and incentives) in enhancing organizational loyalty among administrative employees at the university under study. It also concluded that there is no effect of the dimension of information sharing in enhancing organizational loyalty from the point of view of the study sample. Among the results of the study, there are also no statistically significant differences at the significance level (0.05) regarding the answers of the respondents regarding the effect of administrative empowerment in enhancing the organizational loyalty of administrative employees at Majmaah University.
**Originality/value**: The study is one of the first studies that addressed the issue of the impact of job empowerment on enhancing job loyalty in public universities, from the point of view of administrative employees.
**Research limitation/ implication:** The study was limited to a sample of administrative employees at Majmaah University with their various titles and job grades.

**Keywords:** Administrative empowerment, organizational loyalty, public universities, Majmaah University.

Introduction
The business environment has witnessed many rapid developments in the past few years, as a result of environmental transformations, changing customer demands and needs, and the pressures of global competition and its diverse forms (Khalfa and Issawi, 2020). This has resulted in many organizations' interest in adopting modern management concepts to keep pace with these developments. Management is living in an era characterized by innovation and the search for greater efficiency and creativity to confront challenges and adapt to circumstances (Aldaihani, 2020). (Asiri, 2020; Ugwoke et al., 2023), as these organizations are required to pay attention to intellectual capital, focus on team building, rapid response to customers, independence and creativity, and increase the scope of empowerment and freedom of initiative (Dessler, 2011). Within the previous context, the topic of administrative empowerment has become one of the topics that has received the attention of many researchers, as many Arab and foreign studies and research, such as the study of Muhammad (2022), have concluded that administrative empowerment in various organizations is no longer a matter of choosing or abandoning it, but rather an inevitable necessity that cannot be opposed. Administrative empowerment is considered a modern administrative philosophy based on the application of open management by enhancing the capabilities of workers and granting them freedom of action and decision-making and achieving effective participation in the management of facilities in light of modern changes, which leads to expanding their

powers and enriching their information and knowledge, refining their skills and developing their abilities to participate in decision-making and implementation in normal and emergency circumstances (Al-Hajjaj and Hassouna, 2018; Singh et al. al., 2020;Manzoor, 2019). The secret to the success of many administrative organizations lies in the compatibility between their culture, goals, and customer satisfaction. They constantly strive to provide employees with empowerment, vision, satisfaction, and a culture that enables them to belong to their job and thus achieve the organization's goals. This allows employees to feel a sense of compatibility and harmony between their role at work, on the one hand, and their role in dealing with management and their positive feelings toward its practices toward them, on the other hand (Ministry, 2018). Administrative empowerment is directly reflected in the level of organizational loyalty of human resources, which represents one of the most important determinants of job behavior within administrative organizations. Many studies have indicated a positive relationship between administrative empowerment and organizational loyalty, such as the study by Al-Hamidi (2016) and the study by Al-Lahem et al. (2020). Organizational loyalty expresses the positive feelings generated by an employee toward the organization in which he works, through his connection and loyalty to it, and his alignment with its goals and values. The importance of organizational loyalty to the organization lies in the fact that it encourages cooperation, good initiative, participation, and integration. In the organization, and in a way that contributes to achieving outstanding performance (Al-Baroudi, 2015). The success of universities is based on their ability to achieve their goals. This depends primarily on the competence and preparation of human resources, as they are the only element capable of innovation and adaptation, and of stepping outside the box to solve problems and make decisions in a creative and innovative manner (Khan et al., 2018).

The Kingdom of Saudi Arabia has focused on the administrative empowerment of administrative employees in all institutions. The National Transformation Program, one of the programs of the Kingdom's Vision 2030, focuses on developing human cadres, which positively reflects on their administrative empowerment and, consequently, enhances their organizational loyalty. Saudi universities are keen to possess human resources that contribute to achieving excellence. This requires changing the future roles of administrative leaders by empowering administrative employees and involving them in the decision-making process, relying on them and trusting them to face the challenges they face. The advancement of universities in the Kingdom of Saudi Arabia depends on the ability of administrative leaders to deal with various challenges and attempt to overcome them, by delegating decision-making authority to administrators on the front lines so that they can respond directly. For reviewers' requests, this can only be achieved by abandoning the traditional management model in Saudi universities and focusing on participatory and consultative management. Saudi universities in general, and Majmaah University in particular, are investing in human resources to enhance their competitive position. The university applies modern management methods that emphasize human relations and enhance trust among administrators through functional empowerment. Finally, this study examines the impact of administrative empowerment on enhancing organizational loyalty among administrative employees in Saudi public universities, applying it to Majmaah University.

Methodological Framework of the Research

Problem and Questions of the Study

The past few years have witnessed numerous developments that have impacted human resources in all its branches. Among the most prominent of these developments is the implementation of open and decentralized management principles and the delegation of authority to human resources, which are considered the cornerstone of the administrative process and one of the organization's most important resources (Wahiba, 2018).

Administrative empowerment policies play an effective role in linking employee interests with those of the organization. This is achieved by contributing to increased employee productivity and reducing turnover rates, making work more valuable and motivating. Administrative empowerment increases the effectiveness of communication between the organization, employees, and customers, helping them satisfy their needs, thereby enhancing their sense of satisfaction and fostering a sense of responsibility. Organizational loyalty is one of the most important topics that has received attention from administrative organizations in recent years. Through this, the organization is positioned to confront potential changes. Gaining employee loyalty contributes to their acceptance and understanding of any changes the organization seeks to introduce, through dedication to work and a continuous commitment to achieving the organization's organizational goals (Daafous, 2020). Under the conditions imposed by globalization, Saudi universities are seeking to identify the best administrative practices that help them strengthen their competitive position and ensure their survival and continuity (Al-Sulaiman, 2023). Perhaps some indicators and findings from previous studies, such as Al-Hamidi's (2016) study, reinforce the problem and necessity of the current study. This study indicated that the concept of job empowerment in Saudi universities needs further development to enable administrative employees to participate in problem-solving and decision-making, leading to increased mutual trust between university administration and administrative employees and deepening employees' sense of pride and self-esteem. Therefore, the problem of the study is to determine the impact of administrative empowerment on enhancing organizational loyalty among administrative employees at Majmaah University, as applied to administrative employees. Based on the above, the problem of the study can be formulated in the following questions:

1. What is the reality of administrative empowerment at Majmaah University?
2. What is the extent of organizational loyalty among administrative employees at Majmaah University?
3. What is the impact of administrative empowerment in enhancing organizational loyalty among administrative employees at Majmaah University?

Significance of the Study

The practical importance of the current study lies in its attempt to highlight the need for Majmaah University to focus on the dimensions of administrative empowerment and to leverage these dimensions to enhance organizational loyalty among administrative employees, given the growing demand for enhanced organizational loyalty at the local and international levels. This study also derives its scientific importance from the relative scarcity of previous literature addressing the dimensions of administrative empowerment and their impact on enhancing organizational loyalty in Saudi universities. This study is one of the few studies—to the best of the researcher's knowledge—that aims to identify the impact of administrative empowerment on enhancing organizational loyalty among administrative employees in Saudi universities. This study comes in response to the recommendations of several studies and research conducted in the Saudi environment to conduct further studies on the impact of administrative empowerment on enhancing organizational loyalty in public universities, such as the study by Al-Sulaiman (2023). Therefore, the scientific importance of the study stems from its alignment with Saudi Vision 2030, which aims to enhance the efficiency and skills of Saudi citizens, and their ability to learn and develop continuously through the Human Capacity Development Program, which represents one of the programs of Saudi Vision 2030. The importance of this study also lies in the need for universities in the Kingdom of Saudi Arabia to develop expertise. Professional and cognitive aspects of administrative empowerment for administrative employees.

Its practical significance lies in drawing the attention of decision-makers at universities in the Kingdom of Saudi Arabia to the importance of implementing the dimensions of administrative empowerment, given its impact on enhancing the capabilities of these universities and their ability to perform their roles appropriately. The researcher also expects the results of this study to help those responsible for human resources at Saudi universities identify the impact of administrative empowerment for administrative employees on enhancing organizational loyalty, as this is one of the basic requirements for enhancing the competitiveness of Saudi universities. It is hoped that the results and recommendations of this study will benefit the Ministry of Human Resources, as the official body responsible for human resources development at the Kingdom level, in identifying the perspectives of administrative employees regarding the impact of administrative empowerment on enhancing organizational loyalty at Saudi universities.

Study Objectives

This study aims to:

1. Identify the reality of administrative empowerment at Majmaah University.

2. Identify the reality of organizational loyalty (emotional loyalty, continuous loyalty, and moral loyalty) among administrative employees at Majmaah University.

3. Test the relationship between independent and dependent variables regarding the impact of administrative empowerment on enhancing organizational loyalty among administrative employees at Majmaah University.

4. Detect the presence of statistically significant differences in the average responses of respondents regarding the impact of administrative empowerment on enhancing organizational loyalty among administrative employees at Majmaah University.

5. Provide development recommendations to relevant parties, such as the Ministry of Human Resources and the Ministry of Education, and other researchers, that would increase interest in administrative empowerment at public universities in the Kingdom of Saudi Arabia with the aim of achieving organizational loyalty.

Study Variables

1. Independent Variable: The independent variable in this study is administrative empowerment (delegation of authority, information sharing, work teams, training, and motivation) among administrative employees at Majmaah University.

2. Dependent variable: Represented by enhancing organizational loyalty (emotional loyalty, continuous loyalty, and moral loyalty) among administrative employees at Majmaah University.

Theoretical Framework and Previous Studies

Through this section, the researcher aims to present the theoretical framework of the study and its previous studies as follows:

Theoretical Framework

The theoretical framework presents the concepts and dimensions of administrative empowerment and job loyalty as follows:

Administrative Empowerment

The concept of empowerment emerged as a modern management concept in the 1980s. It was widely adopted by researchers, academics, and institutions in the 1990s and applied as a management method by managers with the aim of increasing productivity by enhancing employee commitment to achieving organizational goals (Qabj and Hamid, 2023). Kanter was the first to introduce the concept of administrative empowerment in 1977, and this introduction was followed by numerous researchers studying its importance and consequences for various organizations (Kim and Jang, 2017). When some administrative concepts appeared in the theoretical literature on organizations, they marked the beginnings of the emergence of

the concept of administrative empowerment in its basic dimensions. Examples of these concepts include the socio-technical approach and job enrichment, which works to increase control and decision-making over individuals' work and autonomy (Musaad & Zhuo, 2017). Some researchers describe administrative empowerment as a goal, while others view it as a form of intervention. The researcher believes that regardless of the form it takes, it remains an important administrative concept for all contemporary organizations. Al-Abdullah (2018) believes that administrative empowerment means giving individuals greater authority to assume responsibility and exercise control by motivating and encouraging them to make decisions and assume personal responsibility for improving the way they perform their work by delegating decision-making authority to lower levels. Afana (2013) defined it as making employees more capable of performing their jobs better. From the above, the researcher can define administrative empowerment as granting employees greater authority and freedom in the specific areas of the jobs they perform, according to the job description. Khalfa and Issawi (2018) believe that the importance of administrative empowerment lies in its consideration as an important factor and a fundamental key to developing creativity within the organization. It also contributes to increasing organizational productivity and increasing employee satisfaction and commitment to the organization. Shams El-Din (2016) and Bouznit et al. (2021) attempted to limit the importance of administrative empowerment for the organization and employees to the following:

1. Reduced absenteeism and employee turnover: Empowering employees and involving them in the decision-making process boosts their morale and creates a sense of loyalty to the organization, which leads to reduced absenteeism and employee turnover.

2. Improved quality of goods and services provided: Empowering employees and providing them with the necessary skills and knowledge enables them to understand the nature of the work, thus enabling them to deliver high-quality goods and services.

3. Increased employee sense of responsibility: Delegating some authority and power to managers at lower management levels creates a sense of greater responsibility, which increases their motivation to work. Mahmoud (2010) identified the importance of administrative empowerment for the organization and employees, as shown in the table below:

Based on the above, the researcher concludes that administrative empowerment represents an important factor in improving the quality of performance through the organization's readiness to respond quickly to all developments and changes by leveraging the ideas of its employees.

The opinions and trends of researchers varied, and their viewpoints varied in defining the dimensions of administrative empowerment and arriving at agreed-upon dimensions (Jalab and Al-Hussaini, 2012). Radhia, 2020; Tayfour, 2018; Lassoued et al., 2020; Al-Bdareen, 2020; Amor et al., 2020; Dahou and Hacini, 2018; and Balaji and Krishnan, 2014, argue that the main dimensions of administrative empowerment are:

1. Delegation of Authority: Delegation is one of the most important dimensions of administrative empowerment and one of the most important skills that leaders must possess, as it is linked to certain strategic issues and is important in decision-making. The basic idea of delegation of authority is based on delegating powers to lower management levels, so that they have the ability to influence decisions related to their work.

2. Information Sharing and Effective Communication: Employees' trust, openness, and loyalty to management are based on sharing information about the organization, which helps them make decisions at work. This requires employees at the higher levels to have the same information that managers use to do so. Effective communication is the key to administrative empowerment, as An organization cannot solve all its problems alone due to a lack of relevant

information. The information available to those affected by the problem is available. Therefore, they must be involved in the solution to arrive at a quick and effective solution.

3. Teams: Teams are considered one of the most important methods for implementing administrative empowerment, and they play a significant role in improving performance and achieving organizational goals. Teamwork has become increasingly necessary and urgent in contemporary organizations. Decisions made by work teams are considered superior to those made individually. Team members must possess the skills and commitment to achieving a common goal and collective responsibility, as well as a high level of decision-making authority.

4. Training: Administrative empowerment requires ongoing training to learn new skills. The organization must provide an ambitious training program that equips employees with knowledge and skills, such as decision-making and leadership skills.

5. Motivation: Incentives are viewed as an important dimension of administrative empowerment, as they play a significant role in attracting and engaging individuals within the organization, satisfying their needs, and enhancing their continuity at work. They also encourage employees to exert greater effort to improve their performance and innovate. Organizational loyalty, which employees feel within an organization, is an important aspect addressed by human resources researchers, as it is linked to employee performance and productivity. It also reflects the extent of employee alignment with the organization's goals and their strong desire to remain within its framework. Al-Tarisi (2024) believes that organizational loyalty is represented by the harmony and connection between the individual and the organization, and the individual's willingness to remain with the organization by exerting greater effort to achieve its goals. Hadi (2021) defined it as a positive psychological behavior directed by the individual toward the organization in which they work, and its presence is directly proportional to belief in the organization's goals. It leads to dedication to work and an increased desire not to leave for another organization. Based on the above, the researcher can define organizational loyalty as the commitment of employees to the organization they work for, which sometimes requires sacrificing some personal commitments to achieve the organization's planned goals. Ali et al. (2023) and Zidane et al. (2022) believe that the importance of organizational loyalty to the organization and its employees is highlighted by the following:

1. Organizational loyalty is an important factor in connecting the organization to its employees, especially in times when the organization is unable to provide appropriate incentives or compensation to motivate employees to exert greater effort and achieve a high level of achievement.

2. It contributes to creating creativity among employees, which helps achieve excellence in performance and reduces costs and losses resulting from waste resulting from the misuse of capabilities.

3. It helps achieve organizational goals with the highest degree of efficiency and effectiveness by ensuring the retention of employees with rare skills and specializations. It is also an important factor in predicting organizational effectiveness. Furthermore, employee sentiment reduces the burden on managers in directing them. In addition to the above, the researcher believes that the importance of organizational loyalty also lies in its role as a contributing factor in predicting future problems that may face the organization. This is achieved through the exchanges between employees and the organization regarding issues related to the problems they face in the workplace. Organizational loyalty also leads to increased morale, reduced employee turnover rates, and decreased voluntary absenteeism.

The Allen Mayer model is one of the most well-known models for identifying the dimensions of organizational loyalty. This model includes three main dimensions, which Al-Hawal (2018) outlined as follows:

1. Emotional (affective) loyalty: This refers to employees' emotional attachment, compatibility, and integration with the organization. Employees with high emotional loyalty are more likely to remain employed, as a result of their desire, positive feelings, and empathy toward the organization. This indicates that employees who wish to remain with the organization must demonstrate high levels of emotional loyalty toward the organization. 2. Continuing Loyalty: The degree of employee loyalty in this dimension is measured by the financial and investment value they can achieve by continuing to work with the organization compared to what they would lose if they decided to leave. Employees' assessment of the importance of remaining with the organization is influenced by several factors, such as age and length of service (job experience), which are among the most important factors influencing employees' desire to continue working for the organization.

3. Moral Loyalty: This dimension is crystallized through the personal values held by individuals working within the organization, in addition to their sense of responsibility and duty towards the organization, which requires loyalty and devotion. Employees with moral loyalty always work appropriately to achieve the organization's goals, as they are certain that what they are doing is ethical and correct. Moral loyalty also indicates individuals' commitment to remaining with the organization due to pressure from others. Individuals with a high level of moral loyalty consider what others might think if they left the organization. The researcher believes this is a form of moral loyalty towards the organization and colleagues, even if it comes at their own expense.

Previous Studies

Through this section of the study, the researcher aims to present and discuss a number of previous studies that addressed the concepts of administrative empowerment and organizational loyalty in various dimensions. Ali (2022) tested the impact of administrative empowerment on organizational loyalty among employees in Sudanese service institutions in Khartoum State. The study was applied to a sample of (210) individuals from the study population. The study concluded that there was no statistically significant positive relationship between administrative empowerment and continued loyalty. However, there was a statistically significant positive relationship between administrative empowerment and motivation, delegation of authority, work teams, and employee training. This result differs from the results of the study conducted by Bouznit et al. (2021). Which aimed to identify the impact of employee empowerment dimensions (delegation of authority, participation in decision-making, teamwork) on organizational loyalty in the Djengen Port Corporation in Jijel in Algeria, where the study concluded that there is a positive impact of administrative empowerment (delegation of authority, sharing of information) in enhancing organizational loyalty among employees in the Djengen Port Corporation in Jijel in Algeria, and that administrative empowerment (delegation of authority, sharing of information) in the institution under study has no impact on the administrative empowerment of employees in the institution. Safar (2017) conducted a study aimed at identifying the role of functional empowerment in enhancing organizational loyalty among female employees of Umm Al-Qura University, and the study was applied to (223) female employees. Among the most prominent results reached by the study is that the level of functional empowerment among female employees of Umm Al-Qura University is average, and the level of organizational loyalty is high. It also concluded that there are statistically significant differences in the level of functional empowerment among female employees of Umm Al-Qura University attributed to the variable of job title and number of years of experience. The results of this study differ

from the results of the study by Sufyani & Ameri (2021), which aimed to analyze the impact of administrative empowerment on organizational commitment among employees at the Taj Saba Hotel in the Republic of Yemen. The study was applied to (100) employees at the hotel under study. The results of the study indicated that the levels of administrative empowerment among employees at the Yemeni Taj Saba Hotel are high. The results of the study also indicated the existence of a statistically significant relationship between the dimensions of administrative empowerment (job autonomy, motivation, communication, teamwork, training) and job loyalty among employees at the hotel under study. Alkaser (2021) conducted a study that aimed to provide an integrated theoretical and intellectual framework on the concept of administrative empowerment, and to identify its role in solving administrative problems at Shaqra University in the Kingdom of Saudi Arabia, from the perspective of educational leaders in girls' colleges. The study was applied to (29) individuals from educational leaders. The study concluded that there is a statistically significant relationship between the application of administrative empowerment at Shaqra University in its five dimensions and solving administrative problems at the university under study. Sarah's study (2020) aimed to identify the impact of administrative empowerment on organizational loyalty at the College of Economics, Business and Management Sciences at Bordj Bou Arreridj University. The study was applied to a sample consisting of (100) faculty members, and the study concluded that there is a statistically significant positive relationship between administrative empowerment in its five dimensions (delegation of authority, training, communication and information flow, work teams, motivation) and organizational loyalty. This result is consistent with the results of the study by Asiri & Al-Shargi (2020) in some of its variables, as the study aimed to identify the impact of administrative empowerment through its dimensions (knowledge, delegation, work teams) on the performance of employees at King Abdulaziz Hospital in Makkah Al-Mukarramah, and the study was applied to a number of (330) individuals. The study concluded that the study sample members generally agreed on the impact of administrative empowerment on the performance of employees at King Abdulaziz Hospital in Makkah Al-Mukarramah. The majority of the study sample members also agreed on the impact of administrative empowerment on the performance of employees in the hospital under study through the work teams dimension. This result differs from the results of Majda's study (2019), which aimed to identify the role of employee empowerment in enhancing organizational loyalty in business organizations at the Youth and Sports Directorate in Al-Masila. The study was applied to a sample of (30) employees. The study concluded that the role of employee empowerment in enhancing organizational loyalty in business organizations in the study sample was average. Among the studies that addressed the impact of administrative empowerment on enhancing organizational belonging is the study by Al-Zoubi and Al-Hazaimeh (2019), which aimed to identify the impact of administrative empowerment with its five dimensions on improving employee performance at the Jordan Telecommunications Company, and whether there is a statistically significant impact on the level of employee performance attributed to personal and functional variables. The field study was conducted on all employees of the company, numbering (155) individuals. One of the most important results of the study is the presence of a positive moral impact on the relationship between personal and functional factors and the level of loyalty and organizational performance, meaning that loyalty and organizational performance are affected by age, educational level and job title. Among the studies that attempted to investigate the relationship between administrative empowerment and loyalty is Bouzid (2020), a theoretical study that aimed to demonstrate the impact of the administrative empowerment strategy as a modern approach to achieving organizational loyalty. The study concluded that there is a

positive impact of organizations applying administrative empowerment in achieving organizational loyalty.

Commentary on Previous Studies:

Based on the studies presented, the researcher draws the following conclusions:

- The results of the studies presented and discussed varied, despite their application in different work environments (Arab and foreign). This may be due to differences in systems, legislation, and cultures between these environments.

- This study shares some aspects of its theoretical framework with the studies presented in this study, as both the current study and previous studies addressed administrative empowerment and organizational loyalty from a conceptual perspective. They also share some similarities in variables, such as Ali's study (2022), Boznet et al.'s study (2021), and Safar's study (2017).

The most important feature of the current study, and what sets it apart from other studies presented, is its combined approach to the dimensions of administrative empowerment (delegation of authority, information sharing, work teams, training, and motivation) as areas through which the reality of administrative empowerment at Majmaah University can be identified. The researcher did not find any study that addressed the impact of administrative empowerment in its five dimensions on enhancing organizational loyalty. From the researcher's perspective, this represents a research gap that the current study seeks to contribute to filling. The study also distinguishes itself in that it was applied to a sample of administrative employees at Majmaah University, who represent a fundamental component of the university's workforce, as they are responsible for providing services to other groups within the university (administration, faculty members, students, and external parties). In contrast, in all previous studies applied at Saudi universities, the study sample consisted of faculty members and administrative leaders. This indicates that the results of this study will be more expressive of the reality of organizational loyalty at Saudi universities. Despite the numerous differences between this study and the studies presented, previous studies have benefited this study in several areas. These include providing a rich source of information for the current study, which was employed in the theoretical framework. They also helped define the problem and formulate its hypotheses, develop the study tool (questionnaire), and determine the methodological procedures for the current study. Finally, the results were compared with those of previous studies.

Study Hypotheses:

Based on the findings of previous studies and within the framework of the dimensions of administrative empowerment and organizational loyalty, the study hypotheses were formulated as follows:

Hypothesis 1: There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of the administrative empowerment variables (delegation of authority, information sharing, work teams, training, motivation) on enhancing organizational loyalty among administrative employees at Majmaah University.

Second Hypothesis: There are statistically significant differences at the significance level ($\alpha \leq 0.05$) between the mean responses of the study sample regarding the impact of administrative empowerment on enhancing organizational loyalty among administrative employees at Majmaah University, attributed to demographic variables (gender, age, academic qualification, years of service, and job title).

Study Procedures

Study Population and Sample

The primary population for the current study consisted of all administrative employees at Majmaah University, totaling (1982) employees. The researcher selected a simple random

sample. The required sample size was determined using the Richard Geiger equation, which states:

$$\frac{\left(\frac{z}{d}\right)^2 \times (0.50)^2}{1 + \frac{1}{N}\left[\left(\frac{z}{d}\right)^2 \times (0.50)^2 - 1\right]}$$

Where:
n=sample size.
N=referring to the research population of audit firms licensed to practice the accounting profession in the Kingdom of Saudi Arabia.
z = the standard score corresponding to the significance level of 0.95, which is equal to 1.96.
d = the error rate, which is equal to 0.05.
P = the proportion of the property's availability and neutrality, which is equal to 0.50.

By applying the previous equation, we conclude that the sample size is equal to (322) employees. After determining the sample size, the researcher distributed (351) questionnaires through direct distribution to the study sample, and the number of questionnaires that were retrieved amounted to (326) questionnaires, which represents (92.88%) of the distributed questionnaires. Study Tool

A questionnaire was developed based on theoretical literature and previous studies. The questionnaire consisted of (47) items distributed over two axes as follows:

The first axis (the independent variable): The five dimensions of administrative empowerment (administrative (delegation of authority, information sharing, work teams, training, motivation)), consisting of (38) items.

The second axis (the dependent variable): Enhancing organizational loyalty among administrative employees at Majmaah University, consisting of (9) items.

The questionnaire items were answered according to a four-point Likert scale (strongly agree = 4, agree = 3, disagree = 2, strongly disagree = 1). To determine the length of the Likert scale categories (four-point Likert), the range was calculated by subtracting the upper limit from the lower limit (3 = 1-4), then dividing it by the largest value on the scale (74 = 3/4). This value was then added to the lowest value on the scale (1), to determine the upper limit for that category. The length of the categories became as shown in Table 1.

Table 1
Division of the four-card scale (response average limits)

| Class boundaries | | Category |
|---|---|---|
| 4.00 | 3.25 | Strongly agree |
| 3.24 | 2.50 | agree |
| 2.49 | 1.75 | Disagree |
| 1.74 | 1.00 | Strongly disagree |

Source: Prepared by the researcher 2024

Apparent Validity (Jurors' Validity)
The questionnaire was presented in its initial form to five referees specializing in human resource management at Saudi universities, all holding the rank of professor and associate professor. Their comments were taken into account regarding deletions, additions, and modifications to the questionnaire's paragraphs. Based on the suggestions presented, the questionnaire was finalized.
Internal Consistency Validity of the Questionnaire

The internal consistency of the questionnaire's paragraphs was measured by calculating the correlation coefficients between each paragraph and the total score for the axis to which the paragraph belongs, as shown in Table 2.

Table 2

Correlation Coefficient between the score of each questionnaire paragraph and the total score for the axis to which it belongs

| probability value | probability value (sig) | Dimension |
|---|---|---|
| 0.000 | *0.754 | **After delegation of authority** |
| 0.000 | *0.891 | After sharing the information |
| 0.000 | *0.786 | **After the work teams** |
| 0.000 | *0.671 | After training |
| 0.000 | *0.917 | After stimulation |
| 0.000 | *0.792 | Dimensions of administrative empowerment |
| 0.000 | *0.761 | After strengthening organizational loyalty |

The correlation is statistically significant at a significance level of α ≤ 0.05. Source: Prepared by the researcher based on the analysis of the 2024 study data.

Table (2) shows that all correlation coefficients are statistically significant at a significance level of α ≤ 0.05. Therefore, the questionnaire items are considered valid for what they were designed to measure.

Constructive Validity of the Questionnaire

The construct validity of the questionnaire was verified by calculating the correlation coefficients between the score of each questionnaire dimension and the total questionnaire score. Table 3 illustrates this.

Table 3

Correlation Coefficient between the score of each questionnaire dimension and the total questionnaire score

| probability value | probability value (sig) | Dimension |
|---|---|---|
| 0.000 | *0.622 | **After delegation of authority** |
| 0.000 | *0.684 | After sharing the information |
| 0.000 | *0.746 | **After the work teams** |
| 0.000 | *0.851 | After training |
| 0.000 | *0.710 | After stimulation |
| 0.000 | *0.876 | Dimensions of administrative empowerment |
| 0.000 | *0.697 | After strengthening organizational loyalty |

.The correlation is statistically significant at the significance level α ≤ 0.05
Source: Prepared by the researcher based on the analysis of study data 2024

Table 3 shows that all correlation coefficients are statistically significant at a significance level of α ≤ 0.05. Therefore, the questionnaire domains are considered valid for what they were designed to measure.

Questionnaire Reliability

The reliability of the study tool (the questionnaire) was verified using Cronbach's Alpha Coefficient, which reached 0.864 for the entire questionnaire, indicating a high reliability coefficient. The researcher concludes from the validity and reliability tests that the study tool (the questionnaire) is valid for what it was designed to measure and is highly stable, making it an appropriate measurement tool for this study. There is also great confidence in its application.

Normal Distribution Test

The researcher used the Kolmogorov-Smirnov Test (K-S) to test whether the data follow a normal distribution. The test value was 0.651, which is greater than the significance level of 0.05, indicating that the data distribution follows a normal distribution. Statistical Methods Used

The study data were extracted and analyzed using the Statistical Package for the Social Sciences (SPSS 26) program. The following statistical tests were used:

a. Percentages and frequencies.

b. Arithmetic mean, relative weight, and standard deviation.

c. Cronbach's Alpha test.

d. Kolmogorov-Smirnov test (K-S).

Discussion of Data Analysis Results and Hypothesis Testing

Hypothesis Testing

Hypothesis Test 1: It states, "There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of the administrative empowerment variables (administrative (delegation of authority, information sharing, work teams, training, motivation) on enhancing organizational loyalty among administrative employees at Majmaah University."

Table 4

Multiple Linear Regression Analysis (Dependent Variable: Organizational Loyalty)

| Significance level at (0.05) | probability value (sig) | t value | Bate standard regression coefficients | standard error | Regression coefficients | Independent variables |
|---|---|---|---|---|---|---|
| Dal | 0.001 | 1.034 | | 0.047 | 0.324 | constant |
| function | 0.036 | 3.064 | 0.231 | 1.531 | 0.511 | delegation of authority |
| Not significant | 0.011 | 4.183 | 0.157 | 0.064 | 0.031 | Sharing information |
| function | 0.006 | 2.46 | 0.017 | 0.051 | 0.148 | Work teams |
| function | 0.023 | 1.954 | 0.209 | 0.075 | 0.246 | Training |
| function | 0.034 | 3.273 | 0.183 | 0.068 | 0.176 | Motivation |
| Analysis of variance ANOVA | | | | | | |
| 0.00 | probability value | | | 79.231 | Test value F | |
| 0.691 | Model correlation coefficient R | | | 0.634 | Modified interpretation coefficient value R2 | |

Source: Prepared by the researcher based on the analysis of study data 2024

The results of the multiple regression test in Table (4) show the following:

- Organizational loyalty among administrative employees at Majmaah University was statistically significantly affected by each of the following factors: delegation of authority, work teams, training, and motivation.

- The analysis results showed that the coefficient of determination (explained variance) was equal to (0.634), indicating that 63.4% of the change in strengthening organizational loyalty is due to administrative empowerment. The correlation coefficient was 0.691, and the p-value was 0.000. This indicates a positive correlation, indicating the role of delegation of authority, work teams, training, and motivation in strengthening organizational loyalty.

- The presence of a statistically significant effect of delegation of authority on strengthening organizational loyalty: The researcher attributes this to the fact that delegation of authority has a significant impact on strengthening and improving relationships among administrative employees, especially if this delegation is built on sound principles and foundations, taking into account the interests of the institution and the public interest, and emphasizing employee sentiment and belief in their potential and capabilities. This result is consistent with the results of studies by Safar (2017), Bouznite et al. (2021), Sufyani & Ameri (2021), Alkaser (2021), Sarah (2020), and Bouzid (2020). It differs from the results of Ali (2020).

- There is a statistically significant effect of work teams on enhancing organizational loyalty: The researcher attributes this to the fact that working in teams leads to harnessing the energies and talents of work team members and leads to self-confidence when completing assigned tasks, which positively reflects on enhancing organizational loyalty. This result is consistent with the results of studies by Safar (2017), Bouznite et al. (2021), Sufyani & Ameri (2021), Alkaser (2021), Sarah (2020), and Bouzid (2020). It differs from the results of Ali (2020).

- There is a statistically significant effect of training on enhancing organizational loyalty. The researcher attributes this to the fact that training has a direct impact on organizational performance, as it provides employees with a better understanding of their responsibilities and the knowledge and skills they need. This is reflected in improving their self-confidence, which positively impacts strengthening organizational loyalty. This result is consistent with the results of studies by Safar (2017), Buznit et al. (2021), Sufyani & Ameri (2021), Alkaser (2021), Sara (2020), and Bouzid (2020). It differs from the results of Ali (2020).

- There is a statistically significant effect of motivation on enhancing organizational loyalty. The researcher attributes this to the fact that motivation represents a means of satisfying employees' material and social desires. Motivation, both material (wages, rewards) and moral (training, promotion), is considered an important factor in individuals' desire to work, and its increase is evidence of organizational loyalty. This result is consistent with the results of the studies of Safar (2017), Buznit et al. (2021), Sufyani & Ameri (2021), Alkaser (2021), Sara (2020), and Bouzid (2020). It differs from the results of the study of Ali (2020). Testing the Second Hypothesis: It states, "There are statistically significant differences at the significance level ($\alpha \leq 0.05$) between the mean responses of the study sample regarding the impact of administrative empowerment on enhancing organizational loyalty among administrative employees at Al-Majmaah University, attributed to demographic variables (gender, age, academic qualification, number of years of service, and job title)."

To verify the validity of this hypothesis, the differences were tested using the following:

1. Two-sample t-test to test differences according to the gender variable:

The researcher used a t-test for two independent samples to determine the differences between the respondents' responses regarding both administrative empowerment and organizational loyalty, which were attributed to the gender variable. Table 5 illustrates this.

Table 5: t-test to test differences between genders (male, female)

| The result | Significance level | T | deviation | Average | Sex | | variable |
|---|---|---|---|---|---|---|---|
| There are no differences. | 0.941 | 0.866 | 0.648 | 3.514 | 219 | male | Administrative empowerment |
| | | | 0.751 | 3.328 | 107 | feminine | |

| | | | 0.639 | 3.601 | 219 | male | organizational loyalty |
|---|---|---|---|---|---|---|---|
| There are no differences. | 0.752 | 0.079 | | | | | |
| | | | 0.579 | 3.498 | 107 | feminine | |

Source: Prepared by the researcher based on the analysis of study data 2024

Table (5) shows that the significance level value for the average responses of the respondents to the administrative empowerment and organizational loyalty variables is greater than (0.05). This indicates that there are no statistically significant differences between the respondents' responses regarding the impact of administrative empowerment on enhancing organizational loyalty attributable to the gender variable. The researcher believes this is because males and females perform the same assigned job duties, work in the same work environment, and provide the same services, regardless of gender.

2. One-way ANOVA to test differences according to the variables (age, educational qualification, number of years of experience, and job title).

A. Test of differences regarding the respondents' average estimates of the dependent variable (organizational loyalty):

Table 6: A. Test of differences regarding the respondents' average estimates of the independent variable (organizational loyalty):

| The result | Significance level | F-value | Averages | Degree of freedom | sum of squares | Sources of variance | variable |
|---|---|---|---|---|---|---|---|
| There are differences. | 0.000 | 7.279 | 3.743 | 5 | 23.247 | Between groups | the age |
| | | | 0.534 | 223 | 63.219 | Within groups | |
| | | | | 228 | 86.466 | the total | |
| There are differences. | 0.000 | 8.491 | 3.679 | 5 | 11.328 | Between groups | Academic qualification |
| | | | 0.746 | 223 | 74.652 | Within groups | |
| | | | | 228 | 85.980 | the total | |
| There are differences. | 0.000 | 6.987 | 4.567 | 5 | 29.487 | Between groups | Number of years of experience |
| | | | 0.369 | 223 | 89.394 | **Within groups** | |
| | | | | 228 | 118.881 | **the total** | |
| There are differences. | 0.000 | 9.752 | 2.687 | 5 | 17.284 | **Between groups** | Job title |
| | | | 0.397 | 223 | 79.951 | **Within groups** | |
| | | | | 228 | 97.235 | **the total** | |

Source: Prepared by the researcher based on the analysis of study data 2024

Table (7) shows that the significance level value for the average responses of the respondents to the dependent variable (organizational loyalty) is less than (0.05), indicating the presence of statistically significant differences between the respondents' responses regarding

administrative empowerment according to the variables (age, educational qualification, number of years of experience, and job title).

B. Test of differences regarding the average estimates of the respondents regarding the independent variable (administrative empowerment)

Table 7: Test of differences regarding the average estimates of the respondents regarding the independent variable (administrative empowerment)

| The result | Significance level | F-value | Averages | Degree of freedom | sum of squares | Sources of variance | variable |
|---|---|---|---|---|---|---|---|
| There are differences . | 0.000 | 5.691 | 3.523 | 5 | 19.587 | Between groups | the age |
| | | | 0.486 | 223 | 63.219 | Within groups | |
| | | | | 228 | 82.886 | the total | |
| There are differences . | 0.000 | 4.964 | 4.364 | 5 | 14.632 | Between groups | Academic qualification |
| | | | 0.364 | 223 | 69.651 | Within groups | |
| | | | | 228 | 84.283 | the total | |
| There are differences . | 0.000 | 7.608 | 3.256 | 5 | 17.496 | Between groups | Number of years of experience |
| | | | 0.638 | 223 | 63.402 | **Within groups** | |
| | | | | 228 | 80.890 | **the total** | |
| There are differences . | 0.000 | 6.783 | 3.786 | 5 | 24.716 | Between groups | Job title |
| | | | 0.536 | 223 | 56.494 | Within groups | |
| | | | | 228 | 81.210 | **the total** | |

Source: Prepared by the researcher based on the analysis of study data 2024

Table (7) shows that the significance level value for the average of the respondents' responses to the independent question (administrative empowerment) is less than (0.05). This indicates the presence of statistically significant differences between the respondents' responses regarding (enhancing organizational loyalty), according to the variables (age, educational qualifications, number of years of experience, and job title).

In light of the results of testing the second hypothesis, the researcher concludes the following:

- There are differences between the respondents' responses according to the age variable. This indicates a difference in the respondents' perceptions

of organizational loyalty, as employees' views of work, its value, and its importance in achieving success differ. Younger employees' views differ from those of older employees, as they are more committed. This is due to several factors, including experience and emotional attachment to the organization in which they work.

- Differences existed between the respondents' answers based on the variable of educational qualifications. From the researcher's perspective, this difference is due to the fact that differences in the educational qualifications of employees cause them to view reality differently. Consequently, their perceptions of administrative empowerment and its role in enhancing organizational loyalty, and their level of satisfaction with this, vary depending on

their educational qualifications, which, according to this study, consist of holders of a high school diploma, diploma, bachelor's degree, master's degree, or doctorate.

- Differences existed between the respondents' answers based on the variable of number of years of experience. The researcher attributes this to the fact that employees with extensive practical experience are more organizationally loyal than those who have recently joined the organization. We find that employees who are new to the organization always aspire to work in organizations that can improve their standard of living in the short term. - There were statistically significant differences between the responses of the surveyed respondents, depending on the job title variable. The researcher attributes this to the different priorities of employees regarding administrative empowerment and organizational loyalty, as each employee views them according to their perspective and job level. We find that the department manager's vision is limited to his department, and the same applies to the department head and the administrative employee. The higher the job title, the broader and more comprehensive the view of the person holding it.

Conclusion and Recommendations for Future Research

Globalization and openness are prominent features of our current era, resulting in the inevitability of a shift from the traditional (hierarchical) administrative structure to a more open and flexible participatory structure. The issue of organizational loyalty in all business organizations has become a subject of widespread interest and discussion among various writers and researchers. Administrative empowerment is viewed as one of the contemporary management concepts that contributes to the advancement of the human element by instilling the spirit of teamwork, enhancing self-confidence, and independent thinking. The essence of administrative empowerment revolves around granting subordinates freedom to perform tasks, greater participation in shouldering responsibilities, and awareness of the importance of the work they perform. The current study sought to identify the impact of administrative empowerment on enhancing organizational loyalty among administrative employees at Saudi universities, applying it to Majmaah University. This study is one of the first to investigate the views of administrative employees on the impact of administrative empowerment on enhancing organizational loyalty, giving it a new dimension that distinguishes it from other studies. Through analysis and discussion of the study, the study reached a set of results regarding the impact of administrative empowerment on enhancing job loyalty among administrative employees at Majmaah University. The researcher summarizes these results as follows:

1. There is no statistically significant effect of the information sharing dimension on enhancing organizational loyalty among administrative employees at Majmaah University.

2. There is a significant effect of delegation of authority on the delegation of authority dimension on enhancing organizational loyalty among administrative employees at Majmaah University.

3. There is a significant effect of delegation of authority on the work teams dimension on enhancing organizational loyalty among administrative employees at Majmaah University.

4. There is a significant effect of delegation of authority on the training dimension on enhancing organizational loyalty among administrative employees at Majmaah University.

5. There is a significant effect of delegation of authority on the motivation dimension in enhancing organizational loyalty among administrative employees at Majmaah University.

6. There are no statistically significant differences in the average responses of respondents regarding enhancing organizational loyalty among administrative employees at Majmaah University.

7. There are statistically significant differences in the average responses of respondents regarding administrative empowerment attributed to (age, academic qualification, number of years of experience, and job title).

8. There are statistically significant differences in the average responses of respondents regarding organizational loyalty attributed to (age, academic qualification, number of years of experience, and job title).

There are some limitations that could limit the generalizability of the results of the current study, including its reliance on a sample of administrative employees. Furthermore, some administrative employees failed to complete the questionnaire, and some submitted incomplete data, leading to its exclusion from the valid questionnaires for analysis.

Recommendations

1. Majmaah University should focus on implementing modern administrative concepts, including administrative empowerment and job loyalty, which positively impact employee loyalty.

2. The need to involve administrative employees in the decision-making process and grant them powers commensurate with their job positions.

3. The university should provide a suitable work environment that inspires administrative employees' confidence in their abilities, which increases their attachment to the university and encourages them to take initiative and assume responsibility.

4. Train administrative employees at the university on modern administrative concepts such as work teams, effective communication, and participation in decision-making.

5. Conduct studies on the impact of administrative empowerment on other variables such as job satisfaction, organizational excellence, innovation, and others.

6. The need to develop the university's administrative staff academically by enrolling them in academic programs at the bachelor's, master's, and doctoral levels.

Proposals for Future Research

In light of the study's findings and recommendations, the researcher proposes the following research:

1. The impact of administrative empowerment on the implementation of total quality management in public universities.

2. The impact of administrative empowerment on stimulating the creative behavior of administrative staff at Majmaah University.

3. Obstacles to administrative empowerment among administrative staff at Majmaah University.

**References**

Arabic References

Al-Baroudi, Manal. (2015). Job Satisfaction and the Art of Dealing with Superiors and Subordinates, Cairo, Arab Group for Training and Publishing, Arab Republic of Egypt.

Boznit, Kenza, Mabirouk, Muhammad Al-Basheer, and Beljazieh, Omar. (2021). The Impact of Employee Empowerment on Organizational Loyalty: A Case Study of the Jinjin Bejijel Port Corporation. Journal of Business Administration and Economic Studies, 7(1), 903-885.

Al-Hamidi, Manal. (2016). Job Empowerment and Its Relationship to Organizational Loyalty among Faculty Members at the College of Education at Taif University from Their Perspective. International Specialized Educational Journal, 5(4), 236-266.

Al-Hawal, Fahad Suad. (2018). The Relationship between Psychological Security and Organizational Belonging: A Field Study on Employees at Kuwait University. Journal of Thought and Creativity, 123, 76-45.

Khalfa, Sarah, and Issawi, Fulla. (2018). Administrative Empowerment as a New Culture in Business Organizations. Al-Muntada Journal for Economic Studies and Research, 3, 357-366.

Daafous, Abdul Karim Daw. (2020). The Impact of Employee Empowerment on Organizational Loyalty (An Applied Study on Sahara Bank Branches in the Western Region). Unpublished Master's Thesis, Al-Zawiya, University of Al-Zawiya, Libyan Arab Jamahiriya.

Radhia, Baghdoud. (2020). The Impact of Administrative Empowerment on Enhancing Organizational Belonging among Employees - A Field Study at the National Corporation for Detergents and Maintenance Materials (Al-Akhdaria Unit). New Economics Journal, 11(2), 485-505.

Rima Mohammed Al-Hajjaj, Rima Mohammed, and Hassouna, Osama Adel. (2018). The Level of Administrative Empowerment among Principals of Private Elementary Schools in the Amman Governorate and Its Relationship to the Job Performance of Their Teachers. Journal of the Islamic University for Educational and Psychological Studies, 27(3), 406-222.

Al-Zoubi, Mohammed Omar, and Al-Hazzaimah, Ahmed Saleh. (2019). The Impact of Administrative Empowerment on Improving Organizational Performance: A Case Study of Orange Jordan Telecom Company. Arab Journal of Management, 39(3), 79-92.

Zaidan, Roaa Hamed, Al-Jabi, Islam Talib, and Al-Najjar, Mahdi Dijlah. (2022). The Role of Implementing Employee Engagement According to ISO 10018 on Organizational Loyalty. Journal of Economic and Administrative Studies, 26, 389-364.

Safar, Manal Abdul Rahman. (2017). Functional Empowerment and Its Role in Enhancing Organizational Loyalty among Female Employees at Umm Al-Qura University. Journal of Educational Sciences Studies, 44(4), 313-299.

Al-Sulaiman, Walaa Salman. (2023). The Impact of Functional Empowerment on the Creative Behavior of Employees at Public Universities in Jeddah. Arab Journal of Scientific Publishing, 6(62), -40.

Shams Al-Din, Omar. (2016). The Impact of Employee Empowerment on Organizational Loyalty: A Study of the Insurance and Banking Sectors in Syria. Al-Baath University Journal, 38(38), 106-71.

Al-Tarisi, Muhammad Awad. (2024). Organizational Climate and Its Impact on Organizational Loyalty: A Case Study of Administrative Employees at the Municipality of Medina. Egyptian Journal of Business Studies, 48(1), 272-291.

Tayfour, Haifa. (2018). Administrative Empowerment of Female Academic Leaders at Hail University and Its Obstacles from Their Perspectives. Al-Resalah Journal for Humanities Studies and Research, 2(8), 103-124.

Al-Abdullah, Maan Saleh. (2018). The Impact of Administrative Empowerment on Job Performance. Unpublished Master's Thesis, Damascus, Syrian Virtual University, Syria.

Afaneh, Hassan. (2013). Administrative Empowerment and Its Relationship to Team Effectiveness in International Civil Society Organizations Operating in the Gaza Strip, Unpublished Master's Thesis, Al-Azhar University, Arab Republic of Egypt.

Ali, Al-Taher Ahmed. 2022. The Impact of Administrative Empowerment on Organizational Loyalty: A Study of a Sample of Sudanese Service Organizations in Khartoum State. Arab Journal of Arts and Humanities, 22, 28-1.

Ali, Issa Salem, Youssef, Abdullah Salem, and Al-Ansari, Ahmed Abdel Razek. (2023). The Impact of Internal Marketing on Organizational Loyalty: A Field Study of a Sample of Administrative Employees at the College of Administrative Sciences, University of Aden. Al-Rayyan Journal of Humanities and Applied Sciences, 6(2), 103-83.

Qabaj, Ihab Samir, and Hamed, Ali Omar. (2023). The Impact of Administrative Empowerment and Transformational Leadership on the Performance of Faculty Members in Public Universities in Palestine. Al-Baheth Journal, 23(1), 184-200.

Al-Lahem, Intisar Abdullah, Al-Ghamdi, Latifa Hamed, Al-Dosari, Nujoud Muhammad. (2020). The Level of Administrative Empowerment and Its Relationship to Achieving Organizational Loyalty in Girls' Education Offices in Riyadh: The Perspective of Educational Supervisors. Journal of the Future of Arab Education, 27(127), 141-200.

Majda, Hasbaya Rahma. (2019). The Role of Employee Empowerment in Enhancing Organizational Loyalty in Organizations. Journal of the Sports System, 6(16), 49-74.

Muhammad, Ali Al-Tahir. (2022). The Impact of Administrative Empowerment on Organizational Loyalty: A Study of a Sample of Sudanese Service Institutions in Khartoum State. Arab Journal of Arts and Humanities, 6(22), 1-28.

Hadi, Ibtisam Radhi. (2021). Organizational Loyalty and Its Relationship to Organizational Culture among Faculty Members at Al-Mustansiriya University. Al-Ustadh Journal for Humanities and Social Sciences, 60(3), 40-1.

Al-Wazra, Abdullah Muhammad. (2018). The Reality of Administrative Empowerment among Managers at the Ministry of Higher Education in the Kingdom of Saudi Arabia and Its Relationship to Their Organizational Loyalty. Journal of the College of Education, 2(2), 1120-1168.

Wahiba, Shaaban. (2018). Administrative Empowerment and Its Relationship to Achieving Professional Compatibility: A Field Study at the Algerian Industrial and Technical Textiles Corporation - M'sila. Unpublished Master's Thesis, M'sila, Mohamed Boudiaf University, Algeria.

Foreign References

Al-bdareen, R. 2020. The Impact of the Administrative Empowerment on the Employee's Performance Management Process, *International Journal of Asian Social Science*, 10(4), 193-206.

Aldaihani, S., G. 2020. Administrative empowerment among Kuwait University staff and its effect on their job satisfaction, *Journal of Applied Research in Higher Education*, 12(2), 210-229.

Alkaser, S., A. 2021. Implementation of Administrative Empowerment in Tackling Organizational Problems as Perceived by Female Leaders at Shaqra University, *Journal of Service Science and Management,* 14, 1-12.

Amor, A. M., Vázquez, J. A., & Faíña, J. A. 2020. Transformational leadership and work engagement: exploring the mediating role of structural empowerment, *European Management Journal*, 38(1), 169-178.

Asiri, A, I., & Al-shargi, O., L. 2020. The Impact of Administrative Empowerment on the Performance of King Abdul-Aziz Hospital in Makkah City (An Applied Study), *Journal of Human Resource and Sustainability Studies*, 8(2), 157-184.

Asiri, A., A. 2020. The Impact of Administrative Empowerment on the Performance of King Abdul-Aziz Hospital in Makkah (An Applied Study), *Journal of Human resource and Sustainability Studies*, 8, 157-184.

Balaji, M., & Krishnan, V. R. 2014. Impact of Transformational Leadership on Empowerment: Mediating Role of Social Identity, *International Journal on Leadership*, 2(1), 34-42.

Case study of the Saudi telecommunications company STC (zain). *International Journal of Development Research*, 7(1), 11205-11213.

Dahou, K., & Hacini, I. 2018. Successful Employee Empowerment: Major Determinants in the Jordanian Context, *Eurasian Journal of Business and Economics*, 11(21), 49-68.

Dessler, G. 2011. A framework for human resource management, 6th edition, Boston: Pearson.

Khan, A., Anwar, M., & Khan, I. U. 2018. Dynamics of Mental Health Literacy Among the Academic Staff: A Developing Country Perspective. *Global Educational Studies Review*, (I), 1–7.

Kim, P. B., Lee, G., & Jang, J. 2017. Employee empowerment and its contextual determinants and outcome for service workers: A cross-*national study. Management Decision*, 55(5), 1022- 1041.

Lassoued, K., Awad, A., & Ben Guirat, R. 2020. The impact of managerial empowerment on problem-solving and decision-making skills: the case of Abu Dhabi University, *Management Science Letters*, 10(4), 769–780.

Musaad, A. S., & Zhuo, Z. 2017. The administrative empowerment effect on staff creativity

Singh, S. K., Giudice, M. D., Chierici, R., & Graziano, D. (2020). Green innovation and environmental performance: The role of green transformational leadership and green human resource management. Technological Forecasting & Social Change, 1-12.

Sufyani, A., M, & Ameri, A., F. 2021. Impact of Administrative Empowerment on Organizational Commitment: A Case Study of Taj Sheba Hotel in Yemen, *humanities and educational sciences journal,* 7(16), 575-603.

Ugwoke, E. O., Edeh, N. I., Nwokike, F. O., Ugwunwoti, P. E., Emmanuel, W. B., Idris, B. A., dey, C., Samsom, J., Nnamani, V. O., Yaro, J. T., Eya, G. M., Arua, G. C., Guma, E. T., & ingsley, J. B. 2023. Joint mediation role of psychological empowerment and work–life balance in the relationship between transformational leadership and in-role performance of accounting personnel: 360-degree. *Journal of Management & Organization,* 1–20.

Appendices
Survey Checklist
First, Demographic Data:
The following are some questions about your demographic data. Please mark (√) the answer that best matches your perspective.
1. Gender:
- Male ( )
- Female ( )

2. Age:
- Less than (20) years ( )
- From (20-30) years ( )
- From (30-40) ( )
- More than (40) years ( )

3. Educational Qualification:
- High School ( )
- Diploma ( )
- Bachelor's ( )
- Master's ( )
- Doctorate ( )

4. Number of Years of Experience:
- Less than (5) years ( )
- From (5-10) years ( )
- More than (10) years ( )

5. Job Title:
- Department Manager ( )
- Department Head ( )
- Administrative Employee ( )
- Other Specialization ( )
Second: Questions:
1. Axis: The Impact of Administrative Empowerment on Enhancing Organizational Loyalty:
A. Paragraphs after delegation of authority: Put (√) in front of the option that suits you.

| M | I strongly agree | I agree | Disagree | Strongly disagree |
|---|---|---|---|---|
| 1 Management involves subordinates in the decision-making process. | | | | |
| 2 The department manager delegates part of his powers to some of his subordinates who have experience and skill, as part of the powers granted to him by law. | | | | |
| 3 The department manager gives subordinates sufficient flexibility to accomplish their work. | | | | |
| 4 It gives subordinates the authority to make decisions without referring to their direct supervisor when they are empowered. | | | | |
| 5 Subordinates are bound by the limits of the authority granted to them when they are empowered. | | | | |
| 6 The department manager encourages department staff to take on a leadership role. | | | | |
| 7 The department manager does not interfere with the powers delegated to us while we are performing our work. | | | | |
| 8 The initiative is to deal with problems without referring to the department manager. | | | | |
| 9 I have sufficient authority to make decisions related to my job duties. | | | | |
| 10 The department manager trusts our ability to perform our job duties. | | | | |

B. Paragraphs of the information sharing dimension: Put (√) in front of the option that suits you.

| M | I strongly agree | I agree | Disagree | Strongly disagree |
|---|---|---|---|---|
| 1 My direct supervisor shares information relevant to the job I hold. | | | | |
| 2 I get information from my direct supervisor easily, conveniently, and as quickly as possible. | | | | |
| 3 I obtain information relevant to the job I hold with the required accuracy. | | | | |
| 4 The university provides an effective communication system between the different departments. | | | | |

| |
|---|
| 5 The university uses diverse and flexible communication technologies. |
| 6 Transparency and credibility are available in the information exchanged, and trust is available in its transmission. |
| 7 Information is exchanged between all administrative levels. |
| 8 Management is involved in making decisions related to the job I hold. |

C. Team dimension paragraphs: Put (√) in front of the option that suits you.

| M          I strongly agree    I  agree                  Disagree                  Strongly disagree |
|---|
| 1 The administration encourages working within a specific team. |
| 2 The administration creates an atmosphere that fosters cooperation with colleagues in the same department and other departments. |
| 3 The work teams in management are characterized by their ability to implement the decisions that are made. |
| 4 Trust prevails among the work teams within the department where I work. |
| 5 The work teams within the department enjoy freedom and independence in performing the tasks assigned to them. |
| 6 Decision-making within work teams is done collectively. |
| 7 Management provides significant support to work teams. |
| 8 The management focuses heavily on team performance rather than individual performance. |

D. Training dimension paragraphs: Put (√) in front of the option that suits you.

| M          I strongly agree    I  agree                  Disagree                  Strongly disagree |
|---|
| 1 The administration provides us with opportunities to learn, both formally and informally. |
| 2 The administration provides us with opportunities for the necessary training to develop our work. |
| 3 Management training programs contribute to the development of our knowledge and skills. |
| 4 The management training programs are diverse and cover all areas of management. |
| 5 The administration encourages the exchange of experiences among its staff. |
| 6 The administration adopts a clear plan in the field of training its staff. |

H. Paragraphs of the motivation dimension: Put (√) in front of the option that suits you.

| M | I strongly agree | I agree | Disagree | Strongly disagree |
|---|---|---|---|---|
| 1 The administration provides financial and incentive rewards to outstanding members of the administration. | | | | |
| 2 The competence of management staff is an important criterion for obtaining career advancement. | | | | |
| 3 The administration appreciates and acknowledges the efforts made by the administration's staff at work. | | | | |
| 4 The staff of the administration have a high motivation to feel a sense of belonging to the administration. | | | | |
| 5 The salaries of the staff working in the administration are commensurate with the efforts they make at work. | | | | |
| 6 There is a general feeling among the staff of the administration that career advancement in the administration is fair and objective. | | | | |

2. Axis: Organizational loyalty: Put (√) in front of the option that suits you.

| M | I strongly agree | I agree | Disagree | Strongly disagree |
|---|---|---|---|---|
| I feel proud and honored to be one of the administrative staff at Majmaah University. | | | | |
| My desire to work at Majmaah University is the reason I am here. | | | | |
| I feel job security at Majmaah University. | | | | |
| I have the desire to spend the remaining years of service at Majmaah University. | | | | |
| I always feel that the administrative problems at the university are part of my problems. | | | | |
| Majmaah University deserves my loyalty and devotion. | | | | |
| My values align with the values of Majmaah University. | | | | |
| I am always willing to put in the extra effort to achieve the university's goals. | | | | |
| I feel I have limited options if I consider leaving work at university. | | | | |