

**The impact of worker's empowerment on the organizational development level
by using the Confirmatory Factor Analysis (CFA) approach.
A practical study on Almadar Aljadid Company Tripoli, Libya**

METARREF Aouatef ¹ ♦, BOUMOUD Imene ², BAHLOUL Latifa³

¹ Badji Mokhtar University Annaba (Algeria), ametarref@yahoo.fr

² Badji Mokhtar University Annaba (Algeria), boumoud23@gmail.com

³ Larbi Tebessi University Tebessa (Algeria), latifa_bah11@yahoo.fr

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Abstract:

The study aims to highlight the relationship between the dimensions of employee empowerment and the level of organizational development of the firm and the knowledge of the level of support for senior management in the latter. It also aims to clarify the importance of the dimensions of worker empowerment in the success of the organizational development process of the new Al Madar company in Tripoli, Libya.

The study concludes, thanks to the use of the confirmatory factor analysis method (CFA) and the program (Amos-21) which analyze a questionnaire distributed to a sample of 260 employees of the new company Al Madar for communications of Tripoli, that the firm under scrutiny is fully aware of the impact of the dimensions of empowerment on career development, the empowerment policy making it, moreover, possible to go from a stagnant situation to a state more reactive to changes in all the domains. The study shows that the process of transferring authority from management to workers at the organizational level makes it possible to limit the heavy burden, in terms of information to be processed, imposed on managers.

Keywords: empowerment dimensions, organizational development, Al-Madar society, confirmatory factor analysis.

♦ Corresponding author.

I- Introduction:

Empowerment is regarded as one of the administrative techniques which stimulate the company or the organisation in order to take care of people and enhance the administrative trust for the workforce through giving the employees power, freedom of action, and responsibility taking, whereas, the organizational development, which includes three areas: individuals, business and organizational groups, is defined as the procedure used by any organization in order to solve its problems, develop its staff through the development of the work environment and increase the efficiency of the workforce.

1. Research Question

- To what extent do employee empowerment dimensions affect the organizational development level in Almadar Al jadid Company?

2. Research Hypotheses

In this study, the following hypotheses were tested:

1. The First Main Hypothesis: there is a direct statistical indicator impact on the dimensions of employees' empowering and the behavioural change of working groups as individuals at a significant level of (0,05)

1.1. There is a direct statistical indicator impact on the dimension of Delegation of authority on the behavioural change of individual workers at a significant level of (0,05)

1.2. There is a direct statistical indicator impact on the individual behavioural change dimension of the working groups at a significant level of (0,05)

1.3. There is a direct statistical indicator impact on the Effective communication on the individual behavioural change dimension of the workers at a significant level of (0,05)

2. The Second Main Hypothesis: there is a direct statistical indicator impact on the dimensions of employees' empowering and the behavioural change of Almadar Al jadid Company's workers as groups at a significant level of (0,05).

2.1. There is a direct statistical indicator impact on the dimension of Delegation of authority on the behavioural change of working groups at a significant level of (0,05)

2.2. There is a direct statistical indicator impact on the behavioural change dimension of the working groups at a significant level of (0,05)

2.3. There is a direct statistical indicator impact on the Effective communication on the behavioural change dimension of the working groups at a significant level of (0,05)

3. Aims of the Study

In view of the previous questions, this study seeks to achieve the following goals:

- Explaining the relationship between workers empowering dimension and the organizational development level.
- Recognising the senior management support level in the organization for the development process.

- Explaining the importance of workers empowering contribution dimensions to the success of organizational development process.

4. Importance of the Study

The scientific importance of this study is related to the examination of the relation and the impact of two variables which are: employees' empowering, i.e. one of modern management concepts as an independent variable, and the organizational development process which is the goal which ensure the continuity of any organisation.

5. Statistical Analysis Tools

The Confirmatory factor Analysis (CFA), is used to check the Construct validity of the study, to verify the validity of the model, and the matching of the data through (Amos-21) program.

6. Instrumentation

Based on the nature of the data collecting methods and taking into account the approach of this study, it is assumed that the suitable research instrument to achieve the desired goals is the questionnaire, where the subjects have to answer 63 questions in accordance to the Likert scale.

7. Previous Studies

- **"Transformational Leadership and its Relationship with Employee Empowerment in the Palestinian Universities in Gaza Strip", (Ahmed Sadek El rakeb, 2010)**

This study aimed to identify the relationship between the Transformational Leadership with its four dimensions (idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation) and employee empowering in the Palestinian Universities in Gaza Strip, and in order to achieve the desired goals, the

Descriptive analytical method was applied. Besides, a questionnaire was used as a data collecting method, and the sample population for this study consisted of academics with administrator rank and working administrators in the Palestinian Universities in Gaza Strip.

The study consisted of 557 individual, who were chosen through the Stratified random sampling approach and in order to analyze the acquired data. Specific statistical methods were used, including: Iterations, percentages, Spearman's correlation coefficient, one-way analysis of variance. Consequently, various results were obtained, mainly: the availability of empowering elements in the Palestinian Universities where some of these elements were found to a large degree and others to a medium degree. In addition to the existence of a positive relation between Transformational Leadership, with its four dimensions (idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation), and Employee Empowerment in the Palestinian Universities in Gaza Strip that were also found.

- **The Impact of the Managerial Innovation Elements on Organizational Development (Applied Study on the Employees in Telecommunication Organizations in Lebanon) (Aatef Awad, 2013)**

This study aimed to know the application of managerial innovation on Telecommunication organizations (Alpha & MTC Touch) in Lebanon, and its impact on organizational development of all levels (individuals, groups and organization) into these organizations. To achieve the study objectives, a descriptive analytical method was applied in order to recognise the administrative innovation in the Telecommunication Organizations in Lebanon, coupled with the field work where a questionnaire was designed as a main data collecting method, and was distributed on random sampling of 385 individual.

Moreover, Statistical package for social sciences (SPSS) including : (Iterations, percentages, Arithmetic mean, coefficient Cronbach's alpha, and Spearman's correlation coefficient) was used as a method to analyze the obtained data. Accordingly, the results of the study showed that the managerial innovation element was highly executed by the organizations top management ; therefore, it resulted in a positive impact on organizational development on all levels.

- **The Relation between Administrative Empowerment and Organizational Commitment in International Organizations in Gaza Strip (Amel Faouzi Ibrahim el Hadj, 2015)**

This study aimed to identify the relationship between administrative empowerment and organizational commitment and the level of applying each of them in international organizations operating in the Gaza Strip. To achieve the study objectives, a descriptive analytical method was applied, in addition to the use of the questionnaire as a data collecting method. The chosen study population consisted of 150 employees who were chosen intentionally, and who were working in international organizations in the Gaza Strip, in which there 65 organizations activated.

In order to analyze the acquired data, specific statistical methods were used including : Iterations, percentages, test (t), Spearman's correlation coefficient, Mann–Whitney U test, and Kruskal–Wallis test. Accordingly, the most important results of the Research points out to a direct correlation between the level of administrative empowerment and International Organizations operating in the Gaza Strip that was moderately high with a relative weight (83%).

- **The Impact of Organizational Development Strategy on Achieving Strategic Objectives - Testing the Mediating Role of Organizational Learning - An Empirical Study on the Pharmaceuticals Manufacturing Companies in Jordan. (Nidal Jamil Ahmad, 2016)**

The study aimed at measuring the impact of the Organizational Development Strategy on achieving Strategic Objectives, testing the mediating role of Organizational Learning on the Pharmaceuticals Manufacturing Companies. The descriptive analytical approach was used to achieve the objectives of the study. Furthermore, questionnaires and interviews were used as the main data collecting methods with the chosen participants for the study, who were numbered as 5000 employees working in 16 Pharmaceuticals Manufacturing Companies. In this study,

357 individual were included and chosen through the Stratified random sampling approach. The statistical tools, SmartPLS and SPSS were used for the purpose of analyzing the percentage of the obtained data, Standard deviation, and coefficient Cronbach's alpha. The study reached various results including : the statistical significance of the Organizational Development Strategy, including its dimensions : diagnosing, designing, evaluating/ assessing, publishing and reinforcing, on Strategic Objectives with its dimensions : profit, growth, organisational reputation, market leadership, and responsibility.

8. Study Model

A general study model was adopted in this research, which was developed after an Analytical Review of the previous studies, where the independent variable showed that employees' empowerment with its dimensions, delegation of authority, working teams, and effective Communication, helped the organizational development success i.e. dependent variable, in addition to Demographic factors, and the nature of the relation between them. The study models points to the developed hypotheses where the two ways arrow represents the relation, whereas the one way arrow represents the hypothesis (influence).

1. Theoretical background

1.1. Definition and dimension of Empowerment

1.1.1. Definition

- **Syntactically:** empowerment means reinforcing or strengthening, and it is generally related to supporting the Infrastructure of an organization, through its technical tools, its independence, and its self-responsibility. In addition to focusing on the work force of this organization by giving them power, information and rewards. (Mazen, 2006, p. 1)

- **Semantically:**

- It is the process of dividing the decision making responsibility towards the lower layers of a hierarchical system. (Harim, 2004, p. 311)
- It is also known as the process of giving the employees a bigger responsibility in exercising control, and taking responsibility through the use of their abilities by encouraging them to take the decision-making approach. (Afendi, 2003, p. 12)
- Empowerment, also, means giving the power of decision-making process to the workforce acting in the lower layers of the hierarchical system, which means creating a participatory system in the procedure of deciding how the work is going to be conducted between other layers of the system. (Lévy-Leboyer, 2006, p. 172)
- Empowerment is also defined as the procedures taken by managers who are trying to help other members in order to achieve the desired effectiveness on business performance in a company, which can be done by sharing information, in addition to using the decentralization techniques in the decision-making approach, involving the employees in management and monitoring the achieved activities. (Cartter Tony, 2009, p. 41)
- It is the procedure where the person is empowered to take bigger responsibilities through training, confidence, and emotional support. (Murrell, 2000, p. 110)

- Empowerment is when both the managers and employees work together to solve problems that were traditionally seen as the duty of the workers in the higher position in the company or organisation. (Ginnodo, 1997, p. 97)

1.1.2. Dimension

In order to study employee's empowerment, it is necessary to identify its dimensions. However, this might differ according to the researchers believes or orientations. The most important empowerment dimensions are introduced in the following table according to different perspectives:

TABLE (1) : Empowerment dimension from different perspectives

Dimensions	
1.	Harmony and interaction within work environment, skills, having a right to choose, influence,
2.	Mission, power, commitment, cultural knowledge
3.	Quality, resources, , information
4.	Sharing information, independency and Discretion, construction of self-working teams
5.	Freedom of choice, Self-sufficiency, work value, Effectiveness
6.	Sharing information, Discretion, rewards, knowledge
7.	Cultural knowledge, leadership, power, Organized structural system
8.	Information availability, knowledge possession, power, rewards
9.	Knowledge, confidence, rewards, Sharing information
10.	Participation, self-motivation, teamwork, self-development, imitation
11.	Authorization, training and learning, independency and motivation

Source : prepared by researchers based on many references

Throughout this study and taking into consideration the nature of the study the following dimensions were taken into consideration : delegation of authority, work, training, Effective Communication and Stimulus.

- **Delegation of authority** : refers to the situation where a manager gives some of his tasks to his employees, after some period of training, they would

- be granted access to do all of these tasks successfully, and they would also be held accountable and responsible for their work. (Al Matiri, 2007, p. 120)
- **Work:** refers to the value of the objective of work via individual criteria, in addition to some other important external factors that impact the feelings, and empower the worker to develop his abilities willingly through work. Consequently, he will be rewarded by having more advantages, additional remuneration, and working freely and independently. (Sarah, 2008, p. 156)
 - **Stimulus:** Financial and moral incentives have an important influence on worker's entrepreneurial spirit and innovation which reflects positively on increasing the production of high quality products, reducing the costs and the waste of raw materials. All of these facts would help workers to have job satisfaction especially if it did contribute in satisfying their needs, it would be seen as the actual factor that helps the development of workers' and organizations' performances as final result of empowerment. (Al Kahtani, 2015, p. 49)
 - **Training:** the process of empowering employee requires a constant training to acquire new skills such as Authorization, problem solving, decision taking... etc. where employees' empowerment helps them to build knowledge, skills and capacities not only to perform their job effectively, but also to contribute in developing the economics of the big organizations. (Hakan & Jamel, 2015, p.120)
 - **Effective Communication:** communications channels have to be provided for the purpose of transmitting and sharing the information in the appropriate time and place, because communication is regarded as the principle key for employees' empower, and administration alone is unable to find solutions for all problems. As a matter of fact, communication, and information sharing are regarded as helpful factors to the managers which enable them to share their ideas. For instance the manager who master verbal or non-verbal communication generally have an effective relationship with his employees, due to his ability to influence their feelings and this will reflects positively on employees' empowerment. (Al Chahrani, 2009, p.39)

1.1.3. Empowerment Steps

Employees' empowerment should be realised though some steps as many researchers have explained, and according to Bowen and Lawler, empowerment in organization is done in three levels including control and merger orientations (Bowen & Lawler.III, 1995, p.73)

Progressive approach is one of the best methods to empower work teams, since self-administration responsibilities should be given to employees after proving their effectiveness. (Caudron, S, 1995, p. 74)

Empowerment steps can be can be identified on the following basis:

- **First step:** determining the reasons for the need to change
 - Improving guest services
 - Increasing the quality of products
 - Increasing productivity

- Developing the employees'/ subordinates' skills and capabilities.
- Reducing workloads of the manager.
- **Second step:** "managers' behavioural change". It is related to giving up the power, and it is seen as one of the challenges that managers have to overcome in order to have an appropriate work environment.
- **Third step:** determination of the decisions where the subordinates are allowed to participate.
- **Fourth step:** team-work constitution
- **Fifth step:** information sharing
- **Sixth step:** choosing the appropriate elements/ employees with team working skills.
- **Seventh step:** training

1.2. Organizational Development

1.2.1. Definition: many definitions have been provided of which:

- It is seen as the organised efforts which aim to improve the organizational skills in order to make the appropriate decisions, solve problems or create a balanced relationship in the work environment through Behavioural sciences. (Al Laouzi, 2012, p. 21)
- It is a long term process that targets the organizational capacity to solve its problems, and focuses on increasing effectiveness. (Fadia, 2014, p. 15)

1.2.2. Importance of Organizational Development

- Supporting the organizational efficiency, increasing effectiveness and productivity through minimizing the waste of resources.
- Developing manpower, its performances and behaviours in addition to encouraging creativity and innovation capacities through intensifying training programs.
- Providing an appropriate and balanced environment, coupled with recognising the administrative weaknesses.
- Taking advantages of the latest developments.
- Integrating all of organization's purposes, society and employees.
- Solving organization's problems, and fixing its social, cultural and environmental requirements to prove its capability to solve problems, through thorough analysis.

1.2.3. Objectives of Organizational Development

Organizations are trying to achieve success through the Organizational Development by setting some definite goals: (Zafar, 2015, p. 256)

- Developing the problem-fixing methods of the organization.
- Increasing the trust, respect and interaction between the members of the organisation.

- Increasing the enthusiasm of the organisation's members in addition to improving their self-discipline while facing problems.
- Developing leaders capable of administrative innovation.
- Increasing the capacity of the organisation to adapt to environmental requirements.
- Increasing the capacity of the organisation to keep the special deals to individual, groups, and administration.

1.2.4. Dimensions of Organizational Development

- **At an individual level:** individuals are seen as the important factors of career development. They can get sophisticated through understanding their needs, behaviours and personalities which can help developing their capacities and skills to reach the requirements of the organisation. (Jaradat & al, 2013, p. 111)
- **At a group level:** it refers to the relationships between the members of the workforce, where the working group is seen as the link between the employees and the organisation. Group development, focuses on the interaction and cohesion between the same or different groups inside the organisation which is realised by developing their goals, organising their communication and decision-making methods that would result in a closer relationship between them through standardizing their believes, values and behaviours which is also known as organizational culture. (Al Fouli & Mahmoud, 2004, p. 06)
- **At an organizational level:** management is regarded as the organization's entity that helps to achieve a certain goals and is consisted of post structures, business, technology, working methods and procedures. It has two dimensions: (Busara, 2016):
- **The Main Organizational Units:** it might consist of units or tools that can be developed at a functional, informational, and communicational infrastructure level.
- **The Different Organizational Processes:** it might refer to processes such as: decision-making, communication types, groups of work relationship, planning and goals- determining processes, and conflict-management... etc. (Salah Eddine, 2003, p.399)

2. The experimental framework of the study

- **Almadar Al Jadid Company:** is a government owned mobile network operator and data provider Company that was founded in 1995 as the first market leader company operator in North Africa, Tripoli, Libya. It is a pioneer in the field with more than 5,000,000 participants of Government organization, businesses, and individuals. Recently, it launched its third and fourth generations in addition to other new services in most of Libya's cities, for the sole purpose of becoming one of the best in the market. The company is adopting a new method where the participants' needs and requests are the important element to look after, and it can be done through strengthening their relations and earning their trust. It is also trying to provide special virtual and digital services to meet

all the consumers' need 24 hours a day. (Official Website of Almadar Al jadid Company, 2020)

- **Study Population:** the sample population for this study include all Almadar Al Jadid Company's employees (who were, at that time, 450), it is seen as a heterogeneous society in terms of specialities, work opportunities, legal and administrative aspects inside the Almadar Al Jadid Company.
- **Participants:** 260 participants were chosen randomly from the previously selected population, where they were given questionnaire forms, only 240 of these forms were handed back, and 225 were answered correctly which means (86.5% percent) i.e. a high rate that can be used in the statistical analysis of the data.
- **Instrumentation:** based on the nature of the data and taking into consideration the research method, the allowed time, and the available financial means, the researchers believed that the best data collection method is the questionnaire due to the unavailability of the essential information as published data that are related to the topic through personal interviews. The questionnaire is considered as the perfect research method to gather the appropriate data and participants' personal opinions about some topics, by answering the questionnaire's questions. A closed ended questionnaire was designed for this study as data collecting method and it consisted of three parts:
 - **First Part: Personal Information And Employment**

This part of the questionnaire included personal information (sex, age, educational qualifications, job experiences, professional status, and training courses) of the chosen population in addition to their employment.
 - **Second Part: Employee Empowerment Centre**

Measurements of empowerment dimensions are included in this part which represents the independent variables (Delegation of authority, working groups, training, Effective Communication and Stimulus)
 - **Third Part: Organizational Development**

Measurements of organizational development dimensions are seen as the dependent variables and include (change at an individual, group, and organizational level)

The study dimensions were selected and chosen in accordance with previous academic studies where both empowerment and organizational development were included.

2.1. Statistical Analysis Tools

To analyze the chosen participants' answers, the researcher used SPSS21 program, and the statistical program AMOS 21, for Confirmatory factor Analysis and Explanatory Factor Analysis through the use of the following tools:

- **Percentages:** is used to determine the Proportional distribution of the chosen population for the study according to their personal qualities and employment.

- **Arithmetic Mean:** it is used to measure the average answers of the participants' answers in the questionnaire.
- **Standard deviation:** it is used to Measure the deviations of the participants' answers.
- **Cronbach's Alpha Coefficient:** it is used to check the extent of internal consistency of the data collecting method (questionnaire).
- **Correlation Rate:** it is used to examine the sincerity of the internal consistency and the study of assumption's association.
- **Confirmatory factor Analysis**

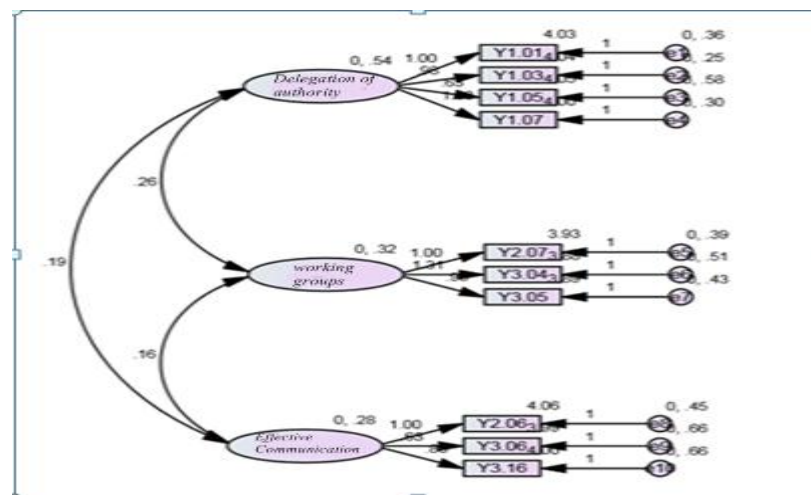
2.2. Findings of the Study

• **Confirmatory Factor Analysis of the Study Variables:**

A. Confirmatory Factor Analysis of the independent variable (employee empowerment): A model of the independent variable dimension (employee empowerment) was established, as it is illustrated in the following figure:

B.

FIGURE(1) : Suggested Amos Model for the Independent Variables.



The Absolute Fit Index (AFI) model that should be available in the program was calculated through the outlined indicators in the following table:

TABLE(2): The Absolute Fit Index of the Model

(AFI) indicator	calculated values	allowed limits	matching degree
Chi-square	89,5	Value - > 0,05	Non-significance
Cmin/ df	1,611	[1,5]	Good[1,2] significance
GFI	0,96	(0,1)	(1) Perfect fit
RMR	0,03	Value close to zero	(0) Butter model fit
RMSEA	0,052	(0,02,0,08)	Good fit

Source: Amos-21 program

The Incremental Fit Index (IFI) model that should be available in the program was calculated through the outlined indicators in the following table:

TABLE (3): The Incremental Fit Index of the Model

<i>(IFI) indicator</i>	<i>calculated values</i>	<i>allowed limits</i>	<i>matching degree</i>
AGFI	0.92	> 0.90	□ 0.90 good
TLI	0.95	> 0.90	(1) is very good
CFI	0.97	> 0.90	(1) is very good

Source: Amos-21 program

According to table 2 the value of Cmin/df =1.611 which is a Statistical significance where (P- value = 0.03) and resulted in the modification of the program. New indexes of the modified program were obtained in the following table:

TABLE (4): The Absolute Fit Index of the Modified Model

<i>indicator (AFI)</i>	<i>calculated values</i>	<i>allowed limits</i>	<i>matching degree</i>
Chi-square		Value - > 0.05	Non-significance
Cmin/ df	1.305	[1,5]	Good[1,2]
GFI	0.997	(0,1)	(1) Perfect fit
RMR	0.03	Value close to zero	(0) Better model fit
RMSEA	0.037	(0.02,0.08)	Good fit

Source: Amos-21 program

The Incremental Fit Index (IFI) model was calculated for the modified model in table 5:

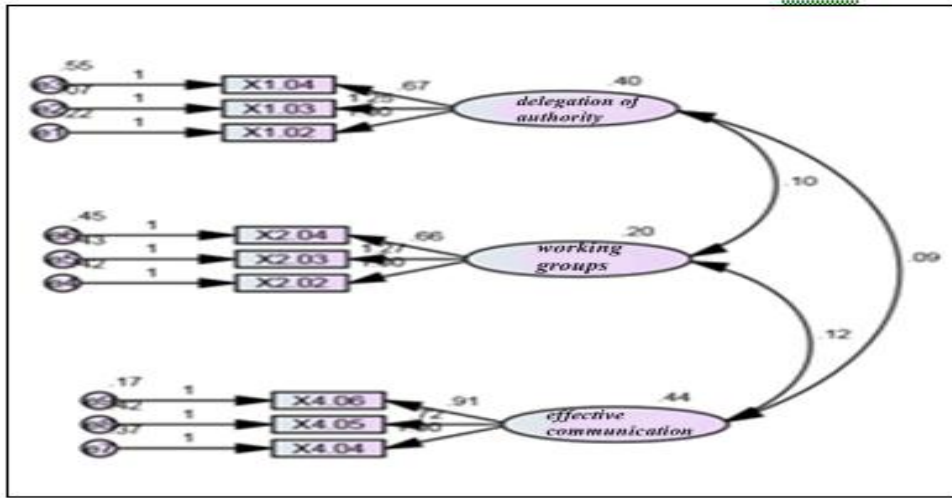
TABLE (5):The Incremental Fit Index of the Modified Model

<i>(IFI) indicator</i>	<i>calculated values</i>	<i>allowed limites</i>	<i>matching degree</i>
AGFI	0.94	> 0.90	□ 0.90 good
TLI	0.97	> 0.90	(1) is very good
CFI	0.98	> 0.90	(1) is very good

Source: Amos-21 program

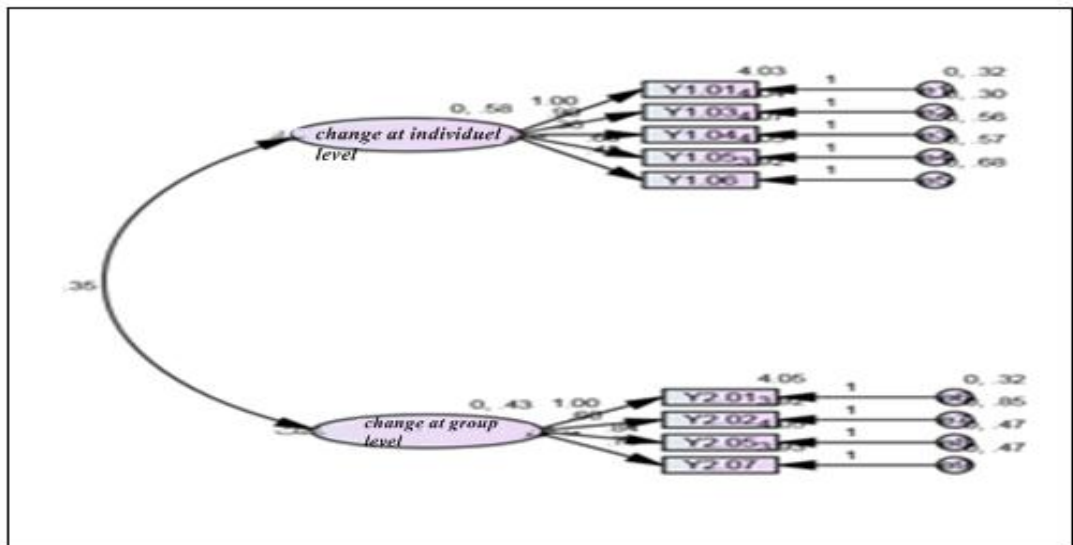
All the indicators of the modified program, According to table 4 the value of Cmin/df =1.305 which is not a Statistical significance where (149P- value = 0.), and Figure 2 illustrates the independent variables' dimension after the program modification.

FIGURE (2) : Amos Model after the modification.



Confirmatory Factor Analysis of the dependent variable (organizational development), A model of the dependent variable dimension (organizational development) was established, as it is illustrated in the following figure:

FIGURE (3) : Suggested Amos Model for the dependent Variables.



The Absolute Fit Index (AFI) model that should be available in the program was calculated through the outlined indicators in the following table 6:

TABLE (6): The Absolute Fit Index of the Model

(AFI) indicator	calculated values	allowed limits	matching degree
Chi-square	115.7	Value - > 0.05	Non-significance
Cmin/ df	1.303	[1,5]	Good[1,2] significance
GFI	0.93	(0,1)	(1) Perfect fit
RMR	0.03	Value close to zero	(0) Butter model fit
RMSEA	0.037	(0.02,0.08)	Good fit

Source: Amos-21 program

The Incremental Fit Index (IFI) model that should be available in the program was calculated through the outlined indicators in the following table:

TABLE (7): The Incremental Fit Index of the Model

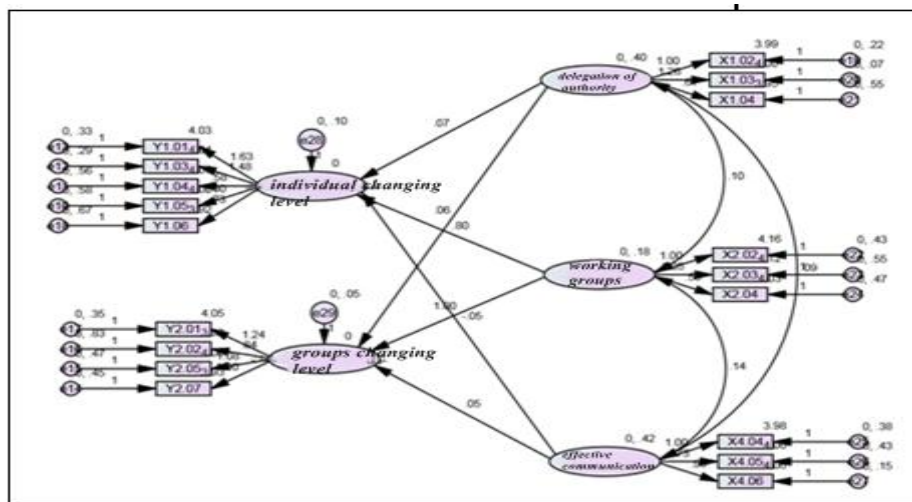
(IFI) indicator	calculated values	allowed limits	matching degree
AGFI	0.91	> 0.90	□ 0.90 good
TLI	0.96	> 0.90	(1) is very good
CFI	0.98	> 0.90	(1) is very good

Source: Amos-21 program

According to table 5 the value of Cmin/df =1.303 which is not a Statistical significance where (P- value = 0.03) and resulted in the matching indicators of the program.

- Amos Integrated Model of All Study Variable

FIGURE (4) : Amos Model for the all study Variables.



The impact of worker's empowerment on the organizational development level by using the Confirmatory Factor Analysis (CFA) approach.

The Absolute Fit Index (AFI) and The Incremental Fit Index (IFI) models of the program have been calculated and all the indexes are matching/ fit.

2.3. Hypotheses Testing

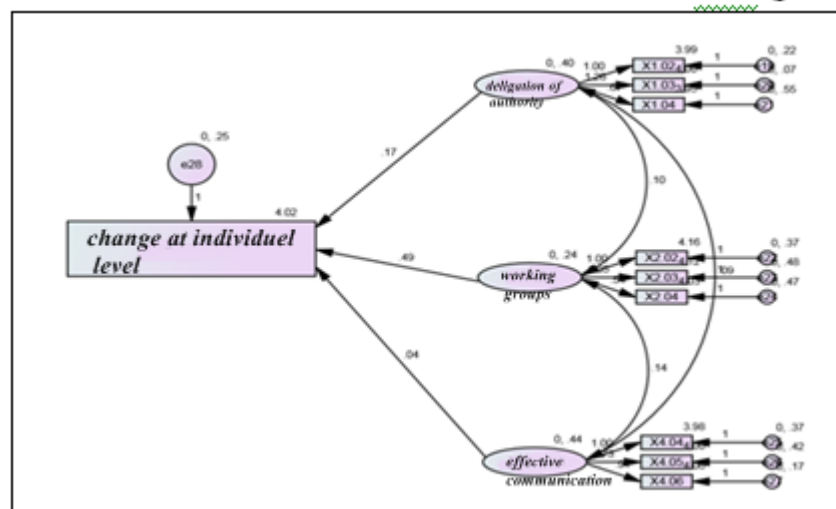
The selected hypotheses for this study have been tested as to whether there was a statistical significance impact between the influencing (independent) and influenced (dependent) variables. These hypotheses may be either confirmed or denied by the researcher compared with the calculated significance level (p-value) with the ($0.05 = \alpha$) significance level that was determined by the researcher through studying the Correlation rate. The hypothesis is accepted as follow:

- If p-value < 0.05 then hypothesis / value is confirmed ($> 1.96C.R$)
- If p-value > 0.05 then hypothesis/ value is denied ($< 1.96C.R$)

This process was realised through calculating the significance level to identify the relation or non-relation between the study variables. In case, there was a relation between these variables, its nature should be identified in terms of being moral, or not moral and that by being inverse or direct. If the significant level (p-value) has a maximum probability, then it can be denied.

- The First Main Hypothesis: there is a direct statistical indicator impact on the dimensions of employees' empowering and the behavioural change of Almadar Al jadid Company's workers as individuals on the significant level (0,05), with the following sub-hypotheses:

FIGURE (5) :Amos Model tested on the first hypothesis



- The First Sub-Hypothesis: There is a direct statistical indicator impact on **the dimension of Delegation of authority** on the behavioural change of the individual workers on the significant level (0, 05)

<i>calculated P significance level</i>	<i>C.R.</i>	<i>S.E. Proportion of mistakes in the relation</i>	<i>Estimate variables connections</i>	<i>dependent variable</i>		<i>independent variable</i>
0.011	2.53	0.068	0.172	change at group level	<---	delegation of authority

Since (CR) is more than (1.96), the hypothesis stating that "There is a direct statistical indicator impact on **the dimension of Delegation of authority** on the behavioural change of the individual workers on the significant level (0, 05) with a direct amount of (1.72)" is accepted.

- The Second Sub-Hypothesis: There is a direct statistical indicator impact on the **individual behavioural** change dimension of the working groups on the significant level (0, 05)

<i>P calculated significance level</i>	<i>C.R.</i>	<i>S.E. Proportion of mistakes in the relation</i>	<i>Estimate Variables connection</i>	<i>dependent variables</i>		<i>independent variables</i>
***	3.473	0.142	0.495	change at an individual level	<---	working groups

Since (CR) is more than (1.96), the hypothesis stating that "There is a direct statistical indicator impact on the individual behavioural change dimension of the working groups on the significant level (0, 05) with a direct amount of (0.49)" is accepted.

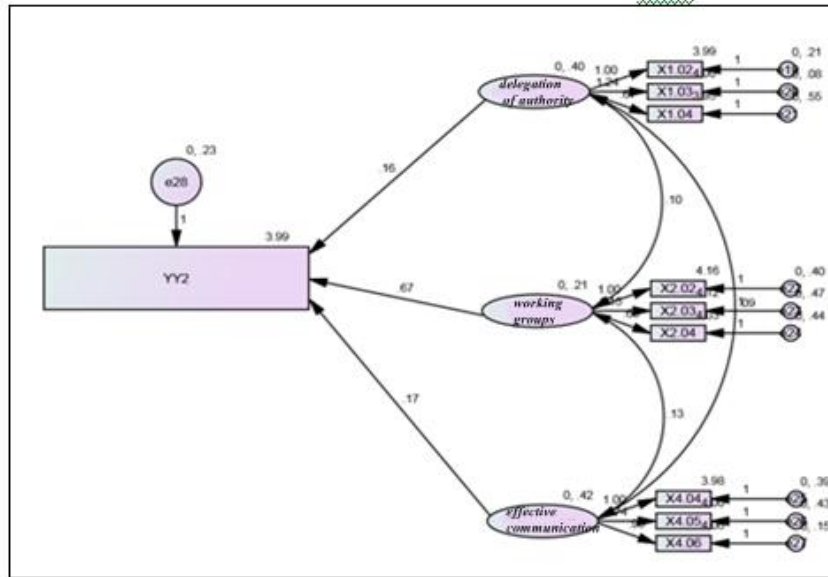
- The Second Sub-Hypothesis: There is a direct statistical indicator impact on **the Effective communication** on the individual behavioural change dimension of the workers on the significant level (0,05), and the following table illustrates the hypothesis testing results of the influencing and influenced dimensions:

<i>calculated P significance level</i>	<i>C.R.</i>	<i>S.E. proportion of the mistakes in the relation</i>	<i>Estimate variables connections</i>	<i>dependent variable</i>		<i>independent variable</i>
0.62	0.495	0.076	0.038	individual behavioural change	<---	effective communication

Since (CR) is more than (1.96), the hypothesis stating that "There is a direct statistical indicator impact on the Effective communication on the individual behavioural change dimension of the workers on the significant level (0,05) with a direct amount of (0.62)" is accepted.

- The Second Main Hypothesis: there is a direct statistical indicator impact on the dimensions of workers' empowering and the behavioural change of Almadar Al jadid Company's workers as groups on the significant level (0,05).

FIGURE (6) : Amos Model tested on the Second hypothesis



With the following sub-hypotheses:

- The Fourth Sub-Hypothesis: There is a direct statistical indicator impact on the dimension of **Delegation of authority** on the behavioural change group of workers on the significant level (0, 05)

calculated P significance level	C.R.	S.E. Proportion of mistakes in the retention	Estimate variables connection	dependent variable		independent variable
0.025	2.235	0.07	0.156	change at group level	<---	delegation of authority

Since (CR) is more than (1.96), the hypothesis stating that "There is a direct statistical indicator impact on the dimension of Delegation of authority on the behavioural change group of workers on the significant level (0, 05) with a direct amount of (0.025)" is accepted.

- The Fifth Sub-Hypothesis: There is a direct statistical indicator impact on the behavioural change dimension of the working groups on the significant level (0, 05)

P calculated significance level	C.R.	S.E. Proportion of mistakes in the retention	Estimate Variables connection	dependent variables		independent variables
***	4.053	0.164	0.666	change at group level	<---	working groups

Since (CR) is more than (1.96), the hypothesis stating that "There is a direct statistical indicator impact on the behavioural change dimension of the working groups on the significant level (0, 05) with a direct amount of (0.66)" is accepted.

- The Sixth Sub-Hypothesis: There is a direct statistical indicator impact on the Effective communication on the behavioural change dimension of the working groups on the significant level (0, 05)

calculated P significance level	C.R.	S.E. proportion of the mistakes in the relation	Estimate variables connections	dependent variable		independent variable
0.026	2.231	0.078	0.175	groups behavioural change	<---	effective communication

Since (CR) is more than (1.96), the hypothesis stating that "There is a direct statistical indicator impact on the Effective communication on the behavioural change dimension of the working groups on the significant level (0, 05) with a direct amount of (0.17)" is accepted.

Conclusion

The impact of empowerment dimensions (working group, effective communication and delegation of power) on the career development level in Almadar Aljadid Company has been dealt with throughout this study, which concludes that there is a major importance to empower the company employees as a part of the long term strategy, and also as an imperative need to improve the company effectiveness, and working environment.

Results

The following results have been reached in this study:

- Almadar Aljadid Company is fully aware of the impact of empowerment dimensions on the career development.
- Almadar Aljadid Company is fully aware of the significant requirements of the organisational development that is due to the constant update on the organisational level.
- The empowerment policy helps shifting from an unresponsive to more responsive situation to the new changes in all aspects.
- There is a clear aspect of power delegation process from administration to the workers on the organisational level through helping the managers in dealing with the considerable amount of information.

3. Future Research Suggestions

- The adoption of the empowerment concept, in addition to the organisational development in the economic companies seems to be a necessity.
- The necessity to recognise the empowerment dimensions needed by the company.
- Adopting the information sharing system related to work, to empower them to take the appropriate decisions without consulting the Supreme Authority.
- The need to build incentive and fair programs among the institution's employees
- Employees' empowerment should be adopted so that problems could be solved quickly and in a creative manner.
- The employees' empowerment process should be the sole focus of the company, as an important strategy for developing human factor.
- Organizing training sessions to be updated in international organizations that have successful experiences in employees' empowerment field.

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