

Volume 25, Special Issue

Print ISSN: 1099-9264

Online ISSN: 1939-4675

# THE RELATIONSHIP BETWEEN ADMINISTRATIVE EMPOWERMENT AND STRATEGIC CHANGE

Saad Mahdi Hussein, Al-Turath University College  
Suhad Faisal Abboud, Al-Turath University College

## ABSTRACT

*The success of any organization at present is not measured by the quantity and type of production, but by the quality of the human resources working in it, the type of administrative process, the organizational structure and the culture prevailing in it, so this research is a field study in the Ministry of Youth and Sports aims to stabilize the relationship between administrative empowerment in its dimensions of (devolution-task forces-effective communication -training-motivation) as an administrative process adopted by the Ministry in its work for events of change. The desired strategy of the types of (routine strategic change-limited strategic change -radical strategic change) also determined the importance of research in the ministry's definition of the importance of administrative empowerment and strategic change and what kind of change is required and the relationship between them, which enables it to keep up with developments in its work and for the purpose the researchers prepared a questionnaire that included a set of questions related to the variables above and was chosen a random sample of (60) employees with occupied functional levels and after sorting the answers there were (49) a valid questionnaire for analysis, and after analyzing the answers statistically and the B-Hout has reached the existence of the positive correlation between these two changes and the existence of the relationship between their variables and that the change to be adopted is the strategic change root J, as he reached some recommendations that enable the ministry to bring about the change above, the most important of which is the work of the reference comparison with similar Arab and international organizations to find out what the ministry has reached in bringing about strategic change and what are the obstacles to achieving this change.*

**Keywords:** Administrative Empowerment, Strategic Change, Ministry of Youth and Sports, Culture Prevailing

## INTRODUCTION

Today's organizations face a range of environmental challenges and changes that surround them, which require them to deal with these challenges affecting their work by adopting management plans and methods in which empowered and thought-out human resources play as a key resource for their success that enable them to make the right change, which is an inevitable result of the organization's new reality.

This research aims to identify the concept of administrative empowerment and its dimensions of devolution, task forces, effective communication, motivation and what relationship and impact between them and the process of strategic change and its dimensions are represented by routine change, limited change and radical change and what steps are taken by the ministry in question in to be human resources working for them to the events of the process of strategic change.

What motivates the human resource to perform a currency is the desire to satisfy its needs and desires, which he believes are achieved through his work in the organization he has chosen to achieve his goal and thus reflect positively in achieving the required level of performance that is consistent with the process of strategic change.

The search problem can be identified by the following questions:

- 1- What level of administrative empowerment is available to employees in the Ministry of Youth and Sports
- 2- Do ministry employees adopt the dimensions of administrative empowerment in their work?
- 3- What are the obstacles to administrative empowerment in the ministry?
- 4- Is there a relationship between administrative empowerment and its dimensions and strategic change and its dimensions?
- 5- Does the ministry consider strategic change as a means of achieving its future plans?

According to the problem of research and the above questions, the following hypotheses were formulated:

1. There is a positive statistical relationship with moral significance between administrative empowerment and strategic change
2. There is no positive statistical relationship with moral significance between administrative empowerment and statistical change.

The following sub-hypotheses were derived from these hypotheses:

1. There is a positive statistically significant relationship with moral significance between the dimensions of administrative empowerment and the dimensions of strategic change
2. There is no positive statistical relationship of moral significance between the dimensions of administrative empowerment and the dimensions of strategic change.

## **THEORETICAL FRAMING OF ADMINISTRATIVE EMPOWERMENT AND STRATEGIC CHANGE**

### **The Concept of Administrative Empowerment**

Linguistic empowerment means strengthening and strengthening, *i.e.*, making the human resource able to do something, but empowerment as a term, we see the multiplicity of concepts that addressed the subject of administrative empowerment according to the area in which it is used and when we say administrative empowerment, we mean adopting a good management method through which the subordinate can be empowered to act in currency-related decisions that he sees fit to perform the work with high professionalism and professionalism while addressing the daily work problems that it encounters and works to motivate it to achieve change.

The strategy you're looking for. But it provokes the human resource working in any organization and moves it in the work is to satisfy its needs and desires to achieve its goals and accordingly administrative empowerment is the main means to satisfy part of it and reflect positively on its behavior and performance in the work and according to what is known as administrative empowerment before Jalab-Ihsan (2016) as giving power to working individuals and working to give them the responsibility of making decisions related to their work without referring

to the higher levels, but Hammadi & Khalaf (2016) he knows that Involve decision-making workers by giving them the authority, responsibility and freedom to carry out their functions.

According to the reports, the researchers define administrative management procedurally as an administrative process with criteria under which the organization's employees are given the power to make relevant decisions to solve work problems in accordance with the organization's objectives.

### **Dimensions of Administrative Empowerment**

The follower of the topic of administrative empowerment that emerged in the 1990s finds that many researchers have addressed its dimensions according to various names, including those who pointed out that the dimensions of administrative empowerment are (delegation of authority, task forces, effective communication, motivation, training), and those who pointed out that it is (devolution, training and education, motivation, independence, teamwork, some of whom see it as (communication and participation in information, building teams, influencing, motivating workers) Strength, and others see it as (freedom of choice, self-sufficiency, value of work, effectiveness) and for the purposes of this research, researchers will adopt the following dimensions (devolution, effective communication, teams, motivation, training).

### **The Concept of Devolution**

Devolution is a requirement of administrative work for any organization for regulatory considerations as this delegation will reduce the responsibility or workload of the official in addition there are considerations of work planning, devolution is one of the means of training human resources working in any organization and a means of developing their administrative capabilities, when we say devolution, the first thing that comes to mind is participation in the authority that it enjoys. The leader or director of an organization, *i.e.*, transferring authority to others or in other words dividing the work and distributing the authority to subordinates, and accordingly defines the authorization of authority as an organized process through which the director delegates his authority to subordinates to accomplish the tasks efficiently and effectively, or is the division of labor and the distribution of power from the president to subordinates (Hamed, 2018).

The devolution process has many benefits for the organization as well as its employees in terms of increasing productivity because the director or leader can accomplish all the tasks or objectives that the organization seeks to achieve by distributing tasks and responsibilities to others, so one of the benefits of the mandate is to develop the workers by taking responsibility and doing new work that adds to them the experience they need and this mandate helps to motivate the workers by assigning them the process of accomplishing new tasks or duties. Help their professional development clean. To achieve these benefits when devolution, it is necessary to have some necessary criteria that will help to successfully implement the delegation process, including taking into account the policies and laws prevailing in the organization, the nature of the work and the situation in which the organization is going through.

## **Teams of Work**

The human resource is the basis of work in any organization and through this resource any organization works to achieve its goals and the task forces work the main role because these teams consist of a number of human resources and this is through the organization's belief in this role and work to develop it, since success in managing teams is a definite success for the work of any organization.

Performed by a group of workers for the purpose of accomplishing the goal of what the organization works to achieve efficiently and effectively and accordingly defines (Al-Musawi, 2020) task forces as a group of members of the organization who have skills and are committed to common goals and committed themselves to accounting for them, but Saleh (2021) the teams recognize the desire of a group of people to work together. The researchers define the teams procedurally as a set of activities performed by a group of individuals working together and a cooperative form to achieve real-time and future goals.

## **Effective Communication**

The process of transferring information and exchanging opinions and ideas within any organization is essential to the work of any organization and defines (Tabshouri, 2021) communication as the means by which activity within the organization is unified through the exchange of data and information. Communication (sender- future- message). Researchers define effective communication procedurally as the process by which data or information is transmitted or communicated clearly and simplified to all parties, enabling the sender and recipient to absorb this data and information.

## **Training**

Is a useful tool used by the management of the organization for the purpose of developing the capabilities and capabilities of its employees to enable them to use them effectively in the work in addition to putting them in places that enable them to increase their performance efficiently and expensively, and defines (Dale's, 2019) training as a regulatory process through which the human resource learns knowledge and skills, which is a means of teaching the necessary activities suitable for work. Training in any organization is one of the necessities imposed by the nature of the work or changes in the environment surrounding the organization or what the nature of the work within the organization requires, the market or the sector in which the organization operates, etc.

This is followed by work to remove organizational complexities and make its employees more professional in the work environment as it should be noted changes in the internal and external environment make it important to pay attention to training by the organization for the purpose of developing the organization's employees and increasing productivity cleaned, so that the development of workers through training contributes to the production of goods or services of high quality, which enhances its competitive advantage.

## **Motivation**

Is the main driver of an individual's activity, a process that leads any individual or organization towards achieving the goals it seeks to achieve and indicates (Kendra & Morin, 2020) that the term stimulation is used to describe what drives the individual to do certain things and is the one who directs or leads the human resource to do things through the side Biological, emotional, social and cognitive forces that drive his behavior, the use of motivation at work helps to increase the efficiency of the individuals working in the organization to work and helps them to work with organizational behavior that harmonizes the nature and type of goals that the organization seeks to achieve and to stay away from the public behavior or negative behaviors of work. I, Chand (2020) stimulation as a planned administrative process that motivates others to work with the best abilities they have according to their unachieved needs, hence it can be said that stimulation is an ongoing process according to these needs that drive the behavior of workers in any organization.

## **Strategic Change**

It is customary that change is necessary and inevitable for any organization that wants to continue its work and maintain its market position and competitive advantage, and when we say strategic change, the first thing that comes to mind is the implementation of the change to product characteristics or the addition of something new to the organization's products for the purpose of dealing with the new markets that the organization intends to enter and in accordance with the mission and objectives of the organization. It is a set of changes or adjustments that the organization is going through in its strategic direction, including changes in the strategy itself. During the analysis of the internal and external environment of the organization for the purpose of knowing the sources of power or weakness or the opportunities and threats surrounding it and in order to achieve a strategic change characterized by flexibility with the events or threats that the organization faces in the external environment.

Kotter of Harvard Business University points out that strategic change needs eight steps to succeed, and these steps are to create a sense of need for change, to have a strategic leadership that believes in change, to clearly manage the organization's vision and development, to develop strategy, to enable workers to achieve the desired change, to provide a climate of organization that encourages success in the process of change, to review the steps of change to see what the change makers learn, to create a culture of change that links the performance of workers to the benefits they receive.

The first thing that comes to mind is the repetition of actions or actions permanently, but when the subject is suspended by the strategy, it is different because it is related to achieving the long-term goals by allocating the resources of the organization and using them efficiently and effectively, and as long as it is a routine strategic change, it includes the intention of attracting customers by providing products that are limited change but within the framework of the products produced by the organization.

**Limited strategic change:** A change that embraces the presentation of new products to new markets within the same type of general product or is a deliberate change to transform the place or functions of a number of assets from their current natural state into a new and unfamiliar state.

**Radical Strategic Change:** It is customary that the process of change involves trying to change the way the work is thought and implemented by the members of the organization and strategic change that includes changing the current forms and mechanism of action to enable the

organization to take advantage of important opportunities in its work or to deal with threats in the environment surrounding the organization and it is natural that the Ministry of Youth and Sports, which It deals with a wide range of young people and with important episodes of sports that require it to take this change, which can be defined as a systematic and thoughtful change to restructure the organization, change the culture of the organization, change organizational behavior and stimulate the behavior of workers to cope with the changes surrounding (Wiley, 2019).

## THE PRACTICAL ASPECT

### Match Quality Test

The matching quality test is the scale tool for any previous step research to perform the statistical analysis needed to determine the prevalence of variables, and below is a preferred illustration of this test.

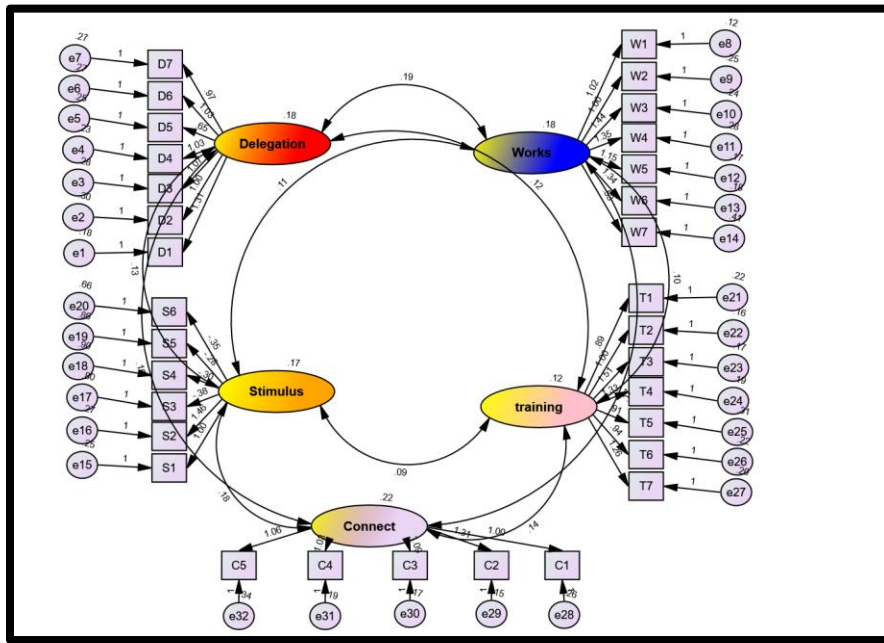
### The Sincere Construction

Using structural equation modeling to verify the sincerity of the scale construction of the research variables and the appropriateness of the scale paragraphs with its theoretical foundations, tokedic working analysis was relied upon and based on measurement criteria, the quality of the measurement corresponded to the scale paragraphs with scale variables, and these criteria can be clarified as in table 1:

<b>Table 1</b>	
<b>SHOWING INDICATORS OF GOOD CONFORMITY OF THE VARIABLES UNDER STUDY</b>	
<b>Pointer</b>	<b>General rule or standard</b>
1- Matching quality indicators (Goodness Of Fit)	
Value	-
Degree of freedom (df)	-
Ratio between $\chi^2$ and df	Less than 5
Approximate error box average root indicator (RMSEA)	Between 0.05 - 0.08
Comparative match index (CFI)	Bigger than 0.90
Toker Lewis Index (TLI)	Bigger than 0.90
Source: Prepared by The Researcher based on (2008); Hooper et al	

Tokidi working analysis of the administrative empowerment change:

Through Figure 1, which demonstrates the tokedi-factor analysis of the administrative empowerment variable through a set of indicators and the degree to which each paragraph is linked and as described below:



**FIGURE 1  
TOKEDI-FACTOR ANALYSIS**

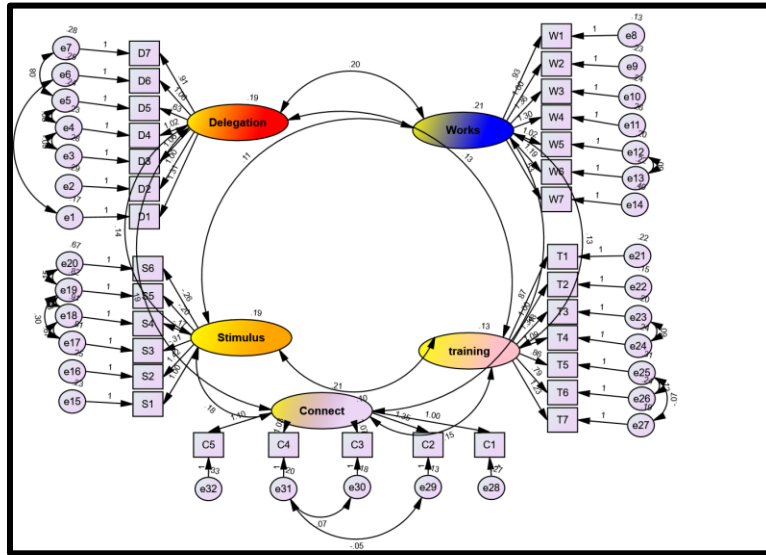
Through the tokedi working analysis model of the administrative empowerment variable above, we have reached the results described in tables (2) below.

<b>TLI</b>	<b>CFI</b>	<b>RMSEA</b>	<b>Ratio between x2 and df</b>	<b>df</b>	<b>x2</b>
0.528	0.568	0.147	2.15	454	976.169

We note through the above results that:

1. Value is weak and must be within range, *i.e.*, more than 0.90 to indicate the model match.(TLI=0.528)
2. Value is weak and must be within range, *i.e.*, more than (CFI=0.568).90 0to indicate the model match.
3. We also note that the value of this value is not good because the range must be (0.05-0.08) to indicate the matching of the model and the less than 0.05 the model was better suited and matched.(RMSEA=0.147).

Therefore, the model must be improved by modifying these indicators and according to the recommendations of modification indices, as the researcher develops a model based on literature or research theory and then tries to test the extent to which the model matches the experimental data, if the conformity is insufficient, the common procedure is to modify the model by deleting paragraphs with the highest and highest common variation within the model or modifying them by forming the link between errors with high common variation and after this procedure the final model after modification as shown in figure (2).

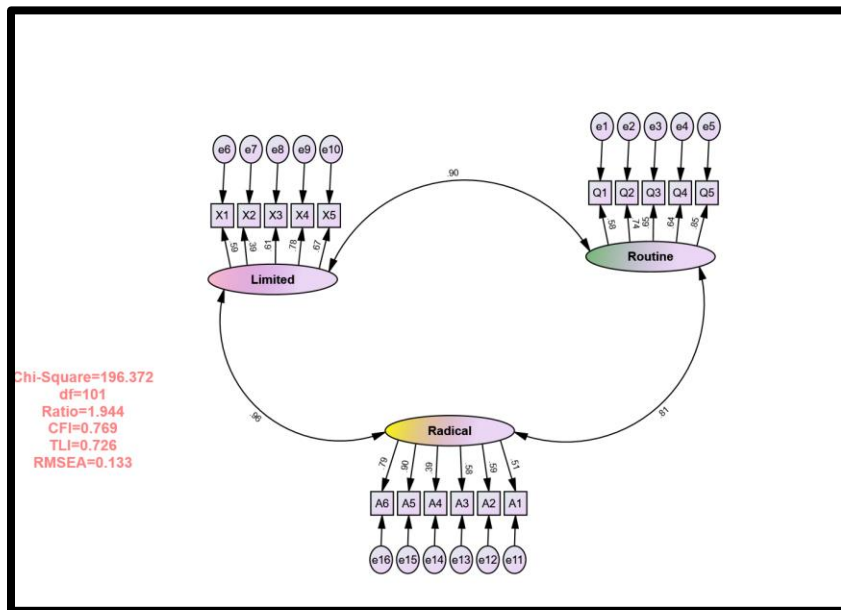


**FIGURE 2**  
**SHOWS THE MODEL OF ADMINISTRATIVE EMPOWERMENT AFTER ADJUSTMENT**

We also note with the RMSEA value of 0.075, which is a testament to the quality of matching the model of administrative empowerment.

Tokedi working analysis of the strategic change variable:

Through Figure 3, which shows the tokidic working analysis of the strategic change variable through a set of indicators and the degree to which each paragraph is linked and as described below.



**FIGURE 3**  
**SHOWS THE MODEL OF STRATEGIC CHANGE**

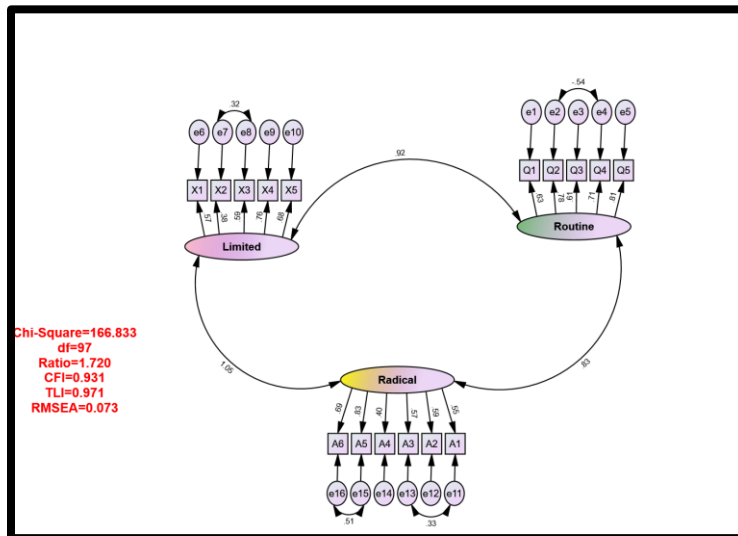


Through the tokedi working analysis model of the strategic change variable above, we have reached the results described in tables (3) below.

TLI	CFI	RMSEA	Ratio between x2 and df	df	x2
0.726	0.769	0.133	1.944	101	196.372

We note through the above results that:

1. Value is good values and must be within range, *i.e.*, more than 0.90 to indicate the model match(TLI=0.726)
2. Value is good values and must be within the range, *i.e.*, more than (CFI=0.769). 90 to indicate the model match.
3. We also note that the value of this value is not good because the range must be (0.05-0.08) to indicate the matching of the model and the less than 0.05 the model was better suited and matched. (RMSEA=0.133)Therefore, the model must be improved by modifying these indicators and according to the recommendations of modification indices, as the researcher develops a model based on literature or research theory and then tries to test the extent to which the model matches the experimental data, if the conformity is insufficient, the common procedure is to modify the model by deleting paragraphs with the highest and highest common variation within the model Or modify them by forming the link between errors with high common contrast and after this procedure the final form after adjustment as shown in figure 4 and we also note through the value of RMSEA which is equal to (0.073) this is evidence of the quality of matching the model for strategic change.



**FIGURE 4**  
**SHOWS THE MODEL OF STRATEGIC CHANGE THE FINAL FORM AFTER ADJUSTMENT**

**Scale Stability**

For the purpose of ensuring the internal consistency of the scale paragraphs, the purpose of knowing the stability of each paragraph of the (Cronbach Alpha) scale and table (4) below shows the results of the internal consistency test of the search variables as follows:

Key variables	Dimensions	Number of paragraphs	Cronbach Alpha
Administrative empowerment	Devolution	7	0.84
	Task forces	7	0.859
	Training	7	0.827
	Effective communication	5	0.855
	Stimulation	6	0.719
Strategic change	Routine strategic change	5	0.815
	Limited strategic change	5	0.748
	Radical strategic change	6	0.782

Source: Prepared by researchers based on SPSS V26 results

The results of the table above indicate that the laboratory of research variables is Cronbach Alpha greater than 0.70 and indicates the availability of internal consistency of research paragraphs and variables and is valid for statistical analysis.

### **Descriptive Analysis of Search Variables**

To show the level of availability of dimensions in the researched organization through the analysis and interpretation of the answers of the respondents, several questions were asked for these dimensions and table 5 shows the computational circles and standard deviations and the severity of the response to the paragraphs as we note the following:

1. Devolution: It is clear from the results that after the devolution achieved a median of my calculation (4.19), which is higher than the hypothetical medium of (3) and with a standard deviation of (0.48) this dimension constituted a significant percentage (83.8%) compared to other dimensions where these results indicate that the administration needs to understand more and understand more and give confidence to employees for the purpose of giving them the necessary powers to participate in setting goals and exploiting the energies available to them and putting them in the right direction, This is the basis of the empowerment strategy, focusing on granting powers and giving confidence and freedom to employees while noting that their work has an impact and meaning and that they are part of the organization's entity.
2. Teams: Statistical analysis of the second dimension of administrative empowerment and through the answers of the respondents shows that the administration is credited with supporting, encouraging and documenting working relationships through team work, where the need to support the teams and give them the necessary information to complete the work and adopt the decisions taken by the team because it came not from lack of knowledge but from its experience, which leads to the creation of interesting methods in solving important problems in all areas of work.
3. Training: Table 5 shows that this variable achieved a general mathematical average of (4.35), which is higher than the hypothetical average of (3) and a standard deviation (0.42) of relative importance (87%), reflecting that the organization adopts specific and clear training programs to which the staff are well committed, contributing to the delivery of information about the objectives and content of the sample training program participating in the training.
4. Effective communication: Table 5 shows that this sub-variable achieved a general computational average of (4.14), which is higher than the hypothetical average of (3), standard deviation (0.56) and relative importance (82.8%), thus showing that the management of the organization in general is cooperative with and close to staff.
5. Motivation: Through the answers of the respondents within the researched organization shows that there is a very large interest in incentives (material and moral) and this is confirmed by the statistical analysis, the answer to the questions raised within this dimension and there is a ratio of agreement more than good on

the interest of the administration in the sense of justice workers by motivating them materially and morally and knowing the importance of this criterion and a major role in giving the ability to develop and innovate and continue to work within the current organization and reduce the turnover of work and move to organizations Greater incentives are paid to its employees and morally valued, while the other side of the importance of the results obtained gives the impression that the researched organization attracts skilled staff to work through fair treatment in the payment of incentives of all kinds, which enhances the spirit of loyalty and belonging among workers and provide their best services of high quality.

6. Routine strategic change: The computational medium of this dimension (4.11) and a standard deviation (0.60), which is higher than the hypothetical medium (3) on the scale area, this indicates that after the routine change was at a high level within the answer of the research sample, this explains to us that the organization in question coordinated with the units and the people concerned within the organization of great importance.
7. Limited strategic change: The computational medium of this dimension (4.04) and a standard deviation (0.57) which is larger than the hypothetical medium (3) on the scale area, this indicates that the effect of the limited dimension within the answer of the sample researched was at a high level, which explains the strength of this dimension of the organization's strategy researched to enter new areas.
8. Radical strategic change: The computational medium of this dimension (4.22) and a standard deviation (0.52), which is higher than the hypothetical medium (3) on the scale area, indicates that the impact after the radical change between the sample and the place of research was at a high level and this explains the need to develop the administrative structure in it and create the right climate to accept a new organizational culture.

Dimensions	Arithmetic medium	Standard deviation	Relative importance
Devolution	4.19	0.48	83.80%
Task forces	4.21	0.51	84.20%
Training	4.35	0.42	87.00%
Effective communication	4.14	0.56	82.80%
Stimulation	3.7	0.5	74.00%
Routine strategic change	4.11	0.6	82.20%
Limited strategic change	4.04	0.57	80.80%
Radical strategic change	4.22	0.52	84.40%

Source: Prepared by researchers based on spss V26 outputs

## Testing Search Hypotheses

### The First Major Hypothesis

This link relationship test hypothesis was validated and sought to verify a relationship that combined key variables by testing the correlation relationship for sub-variables of search variables, and the result was how much is shown in table 6:

Correlations			
		Administrative empowerment	Strategic change

Administrative empowerment	Pearson Correlation	1	.864**
	Sig. (2-tailed)		0
	N	54	54
Strategic change	Pearson Correlation	.864**	1
	Sig. (2-tailed)	0	
	N	54	54
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 6 shows a positive correlation with statistical significance at a moral level (0.01) and indicates a strong correlation between research variables and on this basis the first main hypothesis is accepted, which says that there is a positive correlation with statistical significance between administrative empowerment and strategic change.

**Testing Sub Hypotheses of the First Main Hypothesis**

We note from table (7) below that all the correlations between the subdivisions of the administrative empowerment variable included (devolution, teams, training, effective communication, motivation) and the subdivisions of the strategic change variable included (routine strategic change, limited strategic change, radical strategic change) were moral except for a relationship after the stimulus with the after-effect of routine strategic change that was unethical. Its relationship with my limited strategic dimension and radical strategic change was moral, but it was a small relationship, and on this basis sub hypotheses are accepted from the first main hypothesis, which says that there is a positive correlation with statistical significance between the dimensions of administrative empowerment and the dimensions of strategic change, *i.e.*, the rate at which these hypotheses are achieved (80%), *i.e.*, four sub-hypotheses out of five hypotheses.

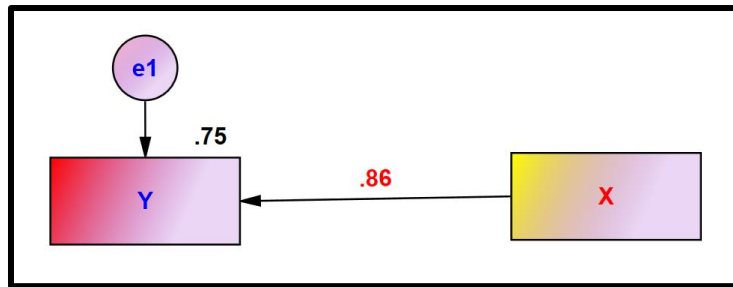
		<b>Routine</b>	<b>Limited</b>	<b>Root</b>	<b>Change</b>
Delegation	Pearson Correlation	0.693**	0.738**	0.713**	0.787**
	Sig. (2-tailed)	0	0	0	0
	N	54	54	54	54
difference	Pearson Correlation	0.741**	0.643**	0.653**	0.750**
	Sig. (2-tailed)	0	0	0	0
	N	54	54	54	54
Training	Pearson Correlation	0.719**	0.646**	0.654**	0.742**
	Sig. (2-tailed)	0	0	0	0
	N	54	54	54	54
Contact	Pearson Correlation	0.698**	0.773**	0.745**	0.812**
	Sig. (2-tailed)	0	0	0	0
	N	54	54	54	54
Stimulation	Pearson Correlation	0.137	0.288*	0.381**	0.290*
	Sig. (2-tailed)	0.322	0.035	0.005	0.034
	N	54	54	54	54

Empowerment	Pearson Correlation	.767**	.786**	.801**	.863**
	Sig. (2-tailed)	0	0	0	0
	N	54	54	54	54

**Testing the Second Main Hypothesis**

A model was built for the purpose of verifying the validity of research hypotheses relating to the nature of the impact in accordance with the second main hypothesis, which states (there is a statistically significant moral impact between administrative empowerment and strategic change)

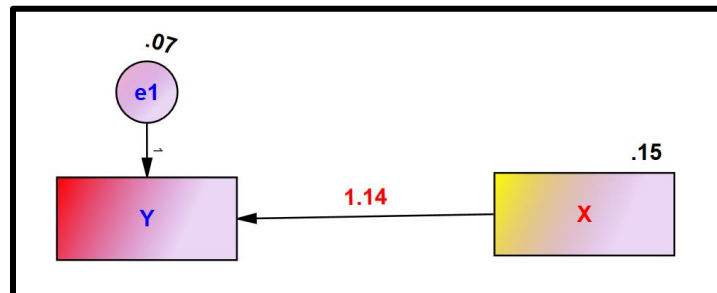
Based on the above, the above hypotheses can be tested as described in the test model listed below.



**FIGURE 5  
STANDARD ESTIMATES OF THE SIMPLE REGRESSION MODEL**

The model above shows the standard estimates of the simple regression model as the administrative empowerment variable(X)represents the independent variable, while the strategic change variable(Y)represents the dependent variable and we note that the standard estimated value amounted to *i.e.*, administrative empowerment has a significant impact and contribution to strategic change in addition to the above model showed a value of 0.0 75) This percentage explains 75% of the dependent variable (strategic change) with the effect of the independent variable (administrative empowerment) and the other 25% is due to other external factors and causes in addition to the coefficient of the correlation between variables (0.864) and this value indicates a strong and expellive correlation between variables. (Beta=0.86) Squared Multiple Correlations.

As for the glossy estimates, they are shown in the model below.



**FIGURE 6  
NON-FAMILIAR ESTIMATES OF THE SIMPLE LINEAR REGRESSION MODEL**

This model shows the non-familiar estimates of the simple linear regression model as (1.14) represents the value of the marginal slope, the fixed limit value was (0.15) and the error value (0.07), which is evidence of the morale of the model and the equation of regression is as follows:

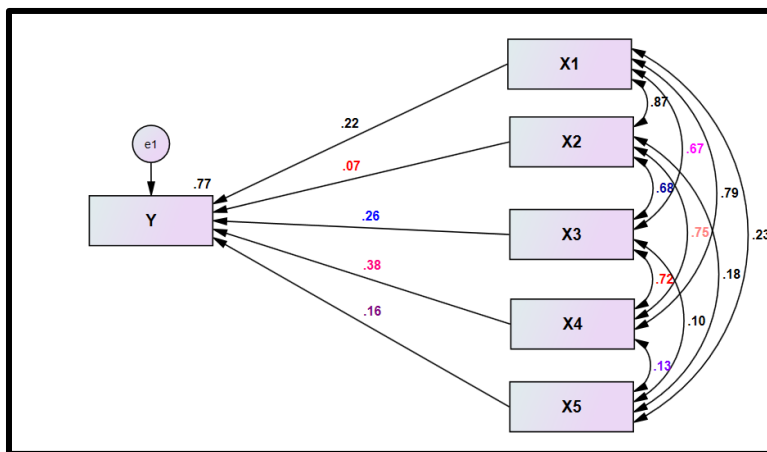
$$\text{Strategical Changes} = 1.14 + (0.15) \text{ administrative empowerment}$$

**Testing the Sub Hypotheses of the Second Main Hypothesis**

A model was built for the purpose of verifying the validity of research hypotheses relating to the nature of the impact in accordance with the sub-hypotheses of the second main hypothesis, which state (there is a statistically significant moral effect between the dimensions of administrative empowerment combined and strategic change)

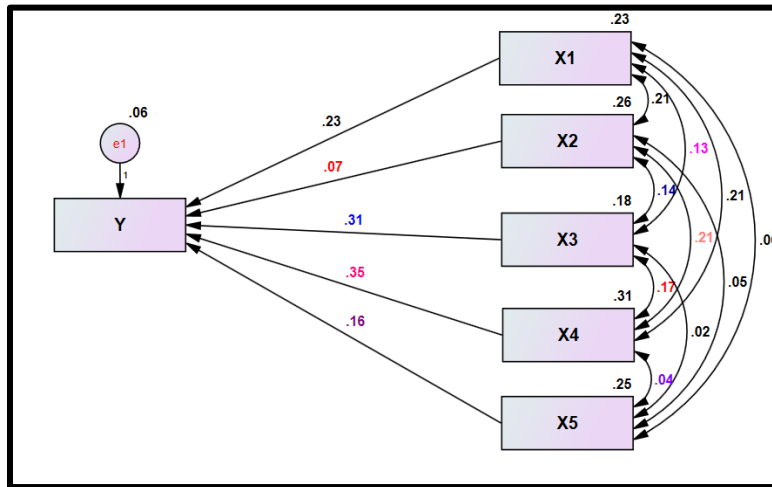
Based on the above, the above hypotheses can be tested as described in the test model listed below.

The model above shows the standard estimates of the simple regression model as the dimensions of administrative empowerment (X4, X3, X2, X1, X5) represent independent variables (devolution, teams, training, effective communication, motivation) and the strategic change variable (Y) represents the dependent variable and we note that the standard estimated values have reached respectively, *i.e.*, the dimensions of administrative empowerment have a significant impact and contribution In the strategic change in addition to the above model, the value of 0.77% explains the 77% of the dependent variable (strategic change) with the impact of independent variables (devolution, task forces, training, effective communication, motivation) and the other 23% due to other external factors and causes, in addition to the fact that the correlation factor between variables was moral and high and this result indicates a strong and external correlation between variables. (Beta=0.16,0.38,0.26,0.07,0.22) Squared Multiple Correlations With the exception of the link between after training, effective communication and motivation were weak and une morale.



**FIGURE 7  
HYPOTHESIS TESTED MODEL**

As for the glossy estimates, they are shown in the model below.



**FIGURE 8**  
**THE NON-TANGIBLE ESTIMATES OF THE MULTIPLE LINEAR REGRESSION MODEL**

### CONCLUSION

- 1- The changes that have taken place in the environment surrounding organizations, the intensity of competition and technological developments have led organizations to strive to achieve the goal of bugs, growth, adaptation, and then success and what overall quality movement has emerged in the past century and achieve competitive advantage only to confirm this fact, which indicates that the organizations sought to achieve their success, and in this aspect the organizations sought to obtain human resources and enjoyed knowledge, skills and abilities through which they can deal with the data of the new reality that they are living with the presence of an administrative process or management formulas that enable them to use maha in their work to bring about the events of the desired change.
- 2- Change has become a feature of the contemporary life of all organizations, requiring them to find the means, methods and systems that are in line with this change surrounding the external environment of the organization.
- 3- Administrative empowerment is a necessary administrative process to raise the level of performance of employees to achieve the objectives of the ministry.
- 4- Strategic change is an urgent necessity for the work of the ministry according to its stated objectives and for dealing with a wide range of young people and the belief of its employees in keeping up with developments in this sector.
- 5- The use of administrative empowerment and a habit in the work of the ministry provides the mental readiness of employees to integrate their work efficiently and effectively and to ensure the achievement of its objectives.
- 6- The existence of a moral link between administrative empowerment and its dimensions and strategic change and its dimensions.
- 7- Weakness in the awareness of some general in the importance of the relationship between the dimensions of administrative empowerment, especially between training, effective communication and motivation as a result of some inaccurate administrative policies in dealing with these dimensions in the ministry.

### RECOMMENDATIONS

- 1- In light of the ministry's efforts to keep up with developments in the youth sector and Riyadh, the ministry must adopt the administrative formulas that enable it to bring about strategic change, including administrative empowerment.

- 2- Use the dimensions of administrative empowerment for the purpose of participating workers in decision-making to bring about strategic change
- 3- Work to develop an effective training system that contributes to their development according to modern formulas and management concepts.
- 4- To develop an effective system of material and moral incentives for employees of the ministry and its formations in accordance with the efforts made by them.
- 5- Adopting effective and modern communication formulas that facilitate the process of communication between its employees and enable them to accomplish the required tasks efficiently and effectively.
- 6- Restructuring the organizational structure of the ministry and contributing to the provision of decentralization of the work that contributes to the desired change.
- 7- Make a reference comparison with similar Arab and international organizations to find out what the ministry has reached in its work and what gaps should be avoided to achieve strategic change.

## REFERENCES

- Abdul Rahman, T. (N.D). Training-concept-need-importance. <http://www.annajah.net>.
- Hani, H. (2018). Devolution is a successful method of dividing the work.
- Jalab, I. (2016). Administrative empowerment and organizational performance.
- Hammadi, K. (2016). Administrative empowerment and its relationship to employee satisfaction research. *Journal of Anbar University of Economic and Administrative Sciences*, 8(16).
- Ali Saad, A.M. (2020). Organizational behavior. <http://www.Org.net>.
- Razan, S. (2021). Online article task forces. <http://www.mawd003.com>.
- Dale, S. (2019). Tranning. <http://www.org.net>
- Kendera, morin (2020). Motivation. <http://www.user>.
- Smi, S. (2020). Type of strategic change. <http://www.cmi user>.
- Wiley, M. (2020). Stategic change. <http://www.org.com>
- Abd Ghani, M.K., Jaber, M.M., & Suryana, N. (2015). Telemedicine supported by data warehouse architecture. *ARPJN Journal of Engineering and Applied Sciences*, 10(2), 415–417.
- Alazzam, M.B., Basari, A.B.D., Sibghatullah, A.S., Ramli, M.R., Jaber, M.M., & Naim, M.H. (2016). Pilot study of ehrs acceptance in Jordan hospitals by utaut2. *Journal of Theoretical & Applied Information Technology*, 85(3).
- Jaber, M.M. (2015). Barriers faces telemedicine implementation in the developing countries: Toward building Iraqi telemedicine framework. *ARPJN Journal of Engineering and Applied Sciences*, 10(4), 1562–1568.
- Jarrar, M., Minai, M.S., Al-Bsheish, M., Meri, A., & Jaber, M. (2019). Hospital nurse shift length, patient-centered care, and the perceived quality and patient safety. *International Journal of Health Planning and Management*, 34(1), e387–e396.
- Meri, A., Hasan, M.K., Danaee, M., Jaber, M., Safei, N., Dauwed, M., Abd, S.K., & Al-bsheish, M. (2019). Modelling the utilization of cloud health information systems in the Iraqi public healthcare sector. *Telematics and Informatics*, 36, 132–146.
- Mohammed, M. A., Hassan, M., Fuad, A., & Jaber, M.M. (2014). Follow up system for directorate of scholarship and cultural relations in Iraq. *International Conference on Computer, Communications, and Control Technology (I4CT)*, 182–187.