



The Importance of Administrative Empowerment in Researching the Link between Organizational Loyalty and Quality of Life (Looking at a Sample of Syrian Banks). Damascus University, Damascus, Syrian Arab Republic

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Abstract

Many firms focus on implementing modern management ideas to gain a competitive advantage in light of the quick changes occurring in the business environment and the difficulties connected with global competitiveness. Massive advancements over the past few years have had a positive impact on human resource management in all of its forms. One of the modern administrative difficulties that scholars and researchers in the Arab countries, and especially in Algeria, believe did not receive enough attention is the connection between administrative empowerment and the quality of the working environment.

Keywords – competitiveness , advancement, empowerment, environment.

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Introduction

the urgency of changing administrative work practices has increased. The need for change around the turn of the millennium was brought on by the rapid advancement of technology, the explosion of knowledge, and the focus on quality and adaptability in goods and services. As a result of these developments, humanity has emerged throughout the evolution of administrative philosophy, and its goal is to gain people's allegiance and support in order to accomplish the institution's objectives. We believe that administrative empowerment, which emphasizes human resources as the most crucial element of any organization and through which they play a crucial role in attaining goals for organizations, is the most significant and most recent of these techniques. As a result, we will look for it in this context.

1. Principles of administrative empowerment in genera

Because administrative institutions have a significant role to play in educating future generations and advancing in all sectors, the idea of administrative empowerment is one of the most well-known modern concepts in administrative philosophy.

Definition1.1 :

Giving employees sufficient flexibility, authority, and resources is what is meant by empowerment. Every contemporary strategy aimed at maximizing the potential of individuals within the organization, as well as their involvement in developing the organization's future vision, states that it is working to develop individuals who are capable of serving the organization with valor . This is because the success of the organization depends on how well its needs and goals are integrated. characterized its goals as the

genuine involvement of employees in the management of their organizations through decision-making and problem-solving.

Definition 1.2: Internal empowerment is along with all the aptitudes and qualities that the person possesses, enable them to take on responsibility and self-commitment, and to act in the ensuing circumstances and issues.

Definition 1.3:

External Empowerment: The organizational strategies and procedures used to give organizationally empowered employees which includes all employees the tools, procedures, and environments necessary to carry out their assigned jobs. the appropriate response when it is needed.

Definition 1.4:

managerial systems theory: Knowledge and the capacity to lead, develop, and invent. The ability of each team member to bring value and make a qualitative contribution is currently one of the most crucial characteristics of a homogenous team. If not, this team member will be a burden and a roadblock to the team's success.

Empowerment Implementation Methods 1.5:

The strategy used to implement administrative empowerment is equivalent to the strategy used by the company to manage its human resources

1. Leadership Style: One of the contemporary leadership techniques that helps increase an organization's success is empowering subordinates. Based on the position of the leader or manager, this leadership style.

2. Individual empowerment: This approach is centered on the person and their sense of self. When a person's cognitive variables start to shift in this way, they start to accept responsibility and decision-making independence.

3. Team Empowerment Method: Because cooperation provides advantages that go beyond individual productivity, some academics believe that empowering a group or team is crucial rather than concentrating on individual empowerment. With the Quality Circles' initiatives in the 1970s and 1980s, the concept of group empowerment was first introduced. Building strength and developing it from institutional performance is the basis for the past and empowerment on this premise. It is used to enable workers and Mbulga to advance their skills, and that team empowerment is aligned with institutional structural reforms.

2. applied aspect

The subjects of the study and the sample2.1:

The employees of the Commercial Bank of Syria in the Damascus Governorate were chosen in order to fulfill the study's objectives160 employees made up the random sample for the study, and they all received a questionnaire. A 95% recovery rate was achieved with the recovery of (152) of them.

The study's data were analyzed statistically2.2:

using the following techniques: The AMOS program (version 24) and the SPSS program (version 25) were both utilized to analyze the questionnaire statement data. In order to statistically analyze and process the study data, the following steps were taken:

1. Descriptive statistical methods were often employed to derive general conclusions about the characteristics and features of the composition Study population and its distribution

2.Means comparison test (T) to determine how significantly the responses from the respondents differ from the fictitious (neutral) average based on their responses to the postdata test. The method used in

this test is a 3.comparison between the test error value and the 5% permissible error. Confirmation and exploratory factor analysis.

4. The arithmetic process of transforming factor statements into manageable numerical variables.
5. Pearson's simple correlation to determine the type of connection between the study's variables.
6. Path analysis to test the study model (quantitative analysis to determine how the independent variable affects the dependent variable and how the intermediate variable affects the dependent variable).

Study aid:

The questionnaire was the major instrument used in the study to gather primary data and discover the mediating function of administrative empowerment in the link between organizational loyalty and work-life balance. The study tool has been constructed with reference to the theoretical framework in order to encompass the practical and field components of the study.

The survey was split into two sections, the first of which dealt with the demographic characteristics of the study sample through personal information (gender, age, level of education, and years of experience). There were various ways to respond to each question.

The questionnaire was given to 5 arbitrators in the second section, 3 of whom were assistant professors and 2 of whom had the rank of professor.

Materiality

The significance of the study tool assertions is viewed as materiality, and it is omitted.Importance The study's objective is not served by the low proportion, hence it is weak.The following formula is used to determine the materiality percentage: The percentage of

$$\text{relative relevance is } = \frac{\text{mean}}{5} \times 100$$

The following methods were used to conduct the statistical study:

1.Analysis of the quality of work life independent variable expressions:

The independent variable, quality of work life, has four components: the workplace, pay and benefits, interpersonal relationships, stability, job security, and leadership style. Following is a study of these dimensions:

The first factor is the workplace. After the work environment, five statements were added to the study tool to gauge the participants' opinions. They were then given the chance to elaborate on their views using a five-point Likert scale (strongly agree, agree, neutral, disagree, strongly disagree).

The statistical distribution of the expressions following the work environment is shown in (1_1), along with the significance of the mean test and the relative weights assigned to each statement.

N	Subject	numbers	mean	standard deviation	Test T value	Free degree	Materiality	Materiality
1	Work in suitable working conditions Ventilation and lighting	152	4.24	0.89	17.14	151	85%	very high
2	The management of the bank is interested in providing work	152	4.11	0.81	16.89	151	82%	High

	aids assigned to accomplish the business.							
3	working means 3 at the bank is healthy and safe.	152	4.11	0.83	17.38	151	82%	High
4	The general work environment in the bank is characterized by mutual trust among all employees.	152	4.16	0.83	17.39	151	83%	High
5	The general work environment in the bank makes me feel comfortable	152	4.01	0.91	13.64	151	80%	High

(1-1) The researcher based the preparation of the study on the 2019 survey Work environment

2. Wages and rewards are the second dimension: In the study tool, knowledge, and point of view, 6 sentences were created. Respondents were given opportunities to describe their opinions on a five-point Likert scale (strongly agree, agree, neutral, disagree, strongly disagree) when they answered surveys about remote salaries and benefits. Table (1-2) displays the statistical distribution of the statements after wages and incentives, as well as the significance test of the mean and the ranking of each statement's relative relevance.

N	Subject	numbers	mean	standard deviation	Test T value	Free degree	Materiality	Materiality
1	lucid system and easily payable Bank bonuses workers receive	152	3.94	0.88	13.21	151	79%	high
2	two wealthy peers their obligations at work It pays fairly.	152	3.96	0.93	9.03	151	74%	High
3	skills listed the work of the staff wages of employees fair in comparison. Their peer bank	152	3.48	0.5	1.02	151	70%	High

	colleagues receive it							
4	Pay is sufficient to satisfy employees' needs the requests they make	152	3.30	0.96		151	66%	High
5	The reaction is felt by the staff. regarding the forces The increments are also added	152	3.03	1.07		151	61%	High

(1-2) The researcher based the preparation of the study on the 2019 survey Statistics on salaries and bonuses

3. The third factor is security of employment. A five-point Likert scale with the options "strongly agree," "agree," "neutral," "disagree," and "disagree severely" were provided to respondents who were asked to reply remotely to five statements about stability and job security.

Table (1-3) displays the statistical distribution of the expressions following work security and stability, as well as the significance test of the mean and the relative relevance of each.

N	Subject	numbers	mean	standard deviation	Test T value	Free degree	Materiality	Materiality
1	The working environment satisfies the standards for worker occupational safety	152	4.09	0.95	13.21	151	81%	High
2	The bank's management is concerned that employees adhere to safety and preventative measures while at work.	152	3.99	0.93	9.03	151	74%	High
3	The bank's management is concerned about the wellbeing of its staff	152	3.95	0.5	1.02	151	70%	High

4	The bank is where their safety and security are.	152	3.78	0.96	1.23	151	66%	High
5	specific health regulations and laws	152	3.61	1.07	1.95	151	61%	High

Mean and standard deviation sample variable

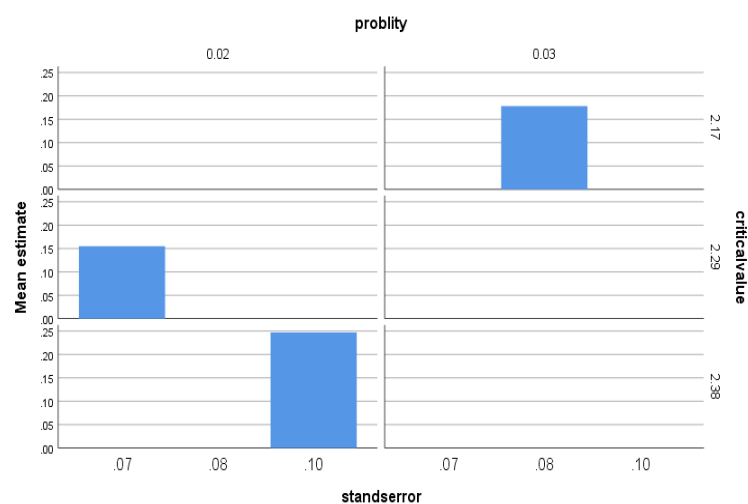
Table (1-4) is mean and standard deviation for sample variable

variable	Type variable	mean	standard deviation
Work environment	Independent	4.125	0.707
Statistics on salaries and bonuses	Independent	3.575	0.778
Job stability and security	Independent	3.875	0.608

(1-4) mean and standard deviation

Relation	Estimate	standard errors	critical value	possibility
Work environment	0.178	0.082	2.168	0.030
Statistics on salaries and bonuses	0.155	0.068	2.287	0.022
Job stability and security	0.247	0.104	2.383	0.017

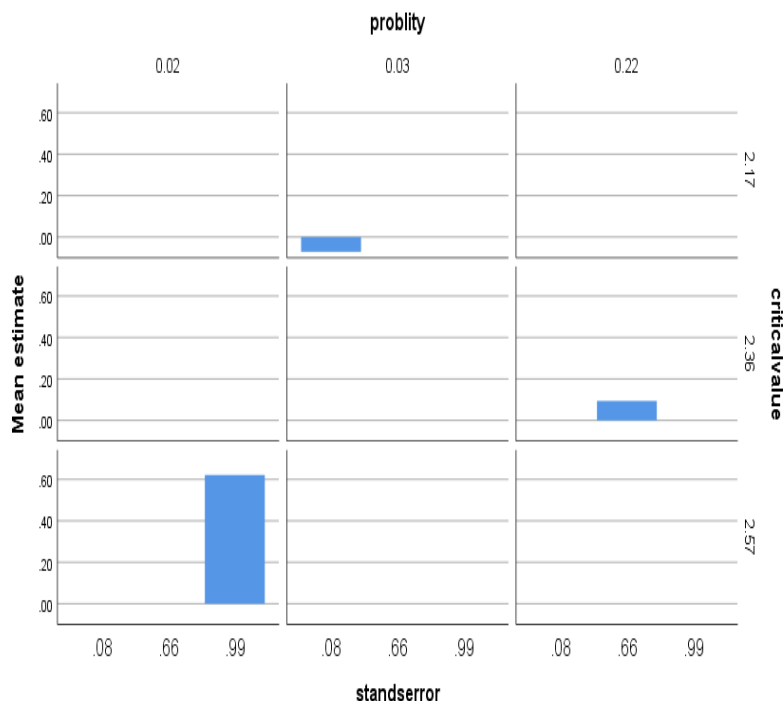
(1-5) The outcomes of the direct relationship to work life and work teams route analysis



Relation	Estimate	standard errors	critical value	probability
Work environment	-0.071	0.082	2.168	0.030

Statistics on salaries and bonuses	0.621	0.985	2.565	0.024
Job stability and security	0.094	0.658	2.356	0.217

(1-6) Results of the direct association between administrative empowerment and moral loyalty in the path analysis



Result for study

1. According to the report, commercial banks in the Damascus governorate employ 97% graduates from colleges and universities, with 64% of the young category being employed by these banks. The survey also shown the variety of real-world experiences at the commercial banks in the governorate of Damascus. This suggests a stable work market.

2. The following was evident in the Damascus governorate's commercial banks:

a. The work environment at commercial banks in the Damascus governorate is described as suitable in terms of ventilation and lighting, with the supply of suitable aids to complete the activities, and this environment is safe and healthy.

b. The commercial banks in the governorate of Damascus have a clear and suitable compensation and reward structure that ensures employees receive decent pay for their work in addition to their satisfaction with annual bonuses and raises.

C. During the course of work, there is a spirit of cooperation among the employees. The management offers opportunities for interaction and communication with employees at various levels, and friendships between employees are reflected in the exchange of social visits on formal and informal occasions, while also respecting the management of banks for personal obligations.

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