



Sudan University of Science and Technology  
College of Graduate Studies



# Impact of Empowering Employees to Achieve Efficiency in Industrial Sector

اثر تمكين العاملين لتحقيق الكفاءة في القطاع الصناعي

A Thesis submitted in partial fulfilment of the requirements for Degree of  
Master Total Quality Management & Excellence

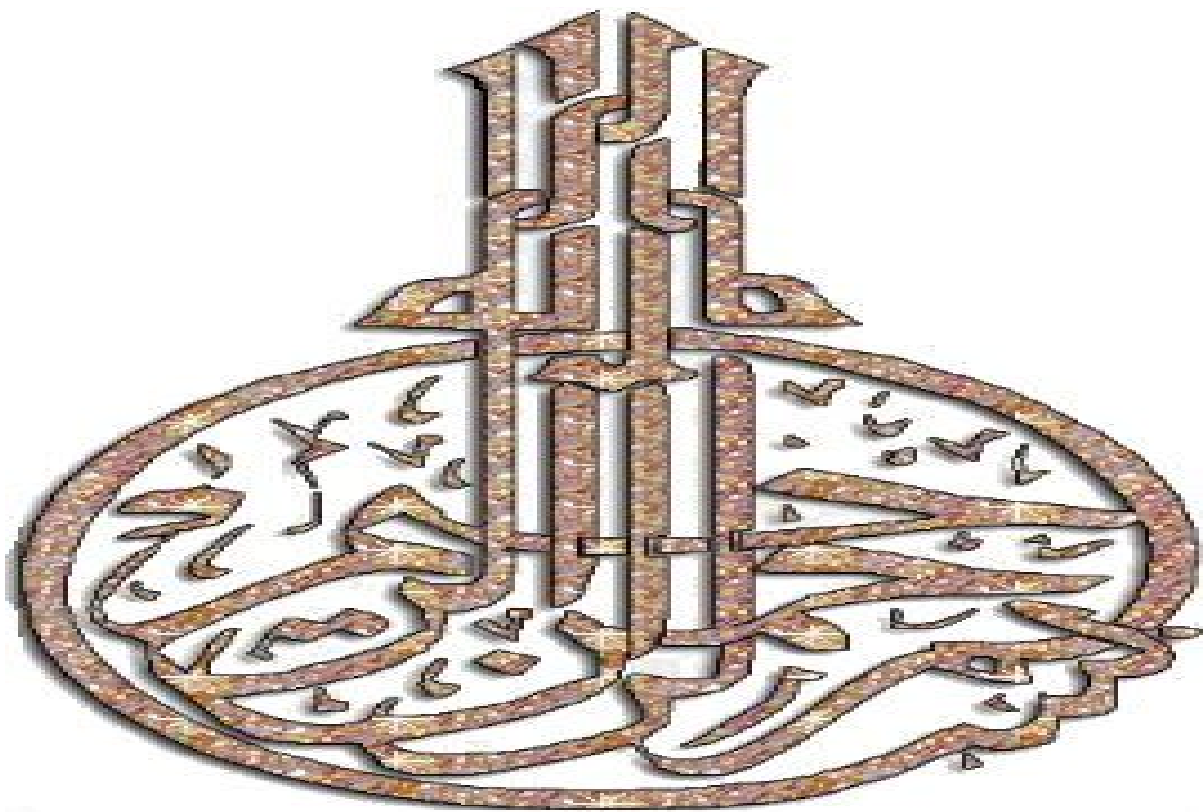
**Student**

**Eltayeb Omer Mohammed  
Elhassan Elkhteb**

**Supervisor**

**Dr: Awedia Mohammed**

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استهلال

(وَلَقَدْ كَرَّمْنَا بَنِي آدَمَ وَحَمَلْنَاهُمْ فِي الْبَرِّ وَالْبَحْرِ  
وَرَزَقْنَاهُمْ مِّنَ الطَّيِّبَاتِ وَفَضَّلْنَاهُمْ عَلَى كَثِيرٍ مِّمَّنْ  
خَلَقْنَا تَفْضِيلًا)

- الإسراء: الآية ٧٠

# CONFERMENT

TO My Lovely Mother and Father

TO My Wife

TO My Daughter Doa

TO My Son Omer



## **Acknowledgment**

I thank God the almighty for his faithfulness and protection through out my study that made it possible for me to encounter this successeding. I would like to thanks to Sudan University of Science and the college of Graduate Studies especially the TQM & excellence Centre for giving me this great chance. Great thanks to my supervisor Dr: Awedia Mohammed Elhassan who provided me with all the guidance and, support and directed me throughout this journey Thanks to instructors Dr Ahmad Musa, Dr Eltayeb Ibrahim, Dr Abbas Abdugfor.DrAbdullah Abdurahim for their help and auditing my questioner. Thanks the staffs of SMC (Sudan Mint Company) and AIC (Alshagare Industrial Complex) who help me for their valuable during collecting data

## **Abstract**

This study Impact of Empowering Employees to Achieve Efficiency in Industrial Sector  
The main objective to obtain to determine the impact of employees empowerment in successeding of companies and the specifically by business results there are tow hypotheses and (19) question, the first hypotheses employee empowerment leads to success of companies specific in business results and the second employee empowerment leads to satisfying. The study select tow companies (Sudan Mint Company& Alshagare Industrial Complex).The results of questioner (great than 85%) Shows that the employees agree empowerment had good effect on successeding on organization and exceeded employees satisfaction. The study concluded that the companies needed look for work environment through effective implantation of the system (ISO 14001&ISO 18001) and to make comparison with similar institutions through the skill and competence of employee

## المستخلص

الغرض من هذه الدراسة معرفة اثر تمكين العاملين علي كفاءة القطاع الصناعي وذلك بالتطبيق علي شركة سك النقود + مجمع الشجرة الصناعي كنموذج من خلال الاجابة علي اسئلة الاستبيان وفرضيات البحث وهي ان تمكين العاملين يؤدي الي كفاءة المؤسسة في مجال نتائج الاعمال والفرضية الثانية ان تمكين لعاملين يؤدي الي رضائهم. خلصت الدراسة الي ان اكثر من ٨٥% من العاملين بالشركتين يرون ان لتمكين العاملين اثر واضح لنجاح وكفاءة الشركة ويؤدي الي زياده رضا العاملين توصي الدراسة الي اهمية اعداد مناهج فعالة لنشر ثقافة التمكين وسط العاملين بالشركتين والاهتمام ببيئة العمل من خلال التطبيق الفاعل لانظمة البنية والسلامة في الشركتين وكذلك عمل مقارنات مع شركات مماثلة من خلال مهارات وكفاءات العاملين

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## **Chapter One**

### **Basic research and previous studies**

1- Theme one : Basic of research

2- Theme Tow : Previous studies

## **Chapter One**

1- Theme one : Basic of research

### **1a: Introduction**

Empowerment can be of great value for a company and its employees. However, to benefit most from giving employees empowerment, it is not only important to focus on the achievements that could be gained by giving employees empowerment, but also to take into account the possible disadvantages and risks. Living in a world of organizational changes, companies facing severe competitive pressures and rapidly changing markets. Most of these changes involve new trends; employee empowerment and technology, among other factors that make organizations seek ways to become more flexible, adaptive and competitive. When an organization truly wants to succeed, it depends on its employees. One of the greatest underlying factors in the success or failure of any organization is the power of its people, and how well that power is focused towards meeting the organization's objectives. Excellent organizations value their people and create a culture that allows for the mutually beneficial achievement of both organizational and personal goals. In response, the working group has developed a process for encouraging people involvement and competence. It is critical to identify, develop and evaluate the knowledge, skills, behavior and work

environment required for the effective involvement of people with the necessary competence Employee empowerment (E.Em) has appositve affect On organization performance. Therefore, creating an organization in which members feel responsible for and involved to success of the organization

is an attractive d effective approach to management. Employee empowerment is one of the most effective techniques to increase employee productivity and optimal use of capacities and capabilities of individual and group in line with organizational objectives. Empowerment is a process that helps to improve continuous performance of people and teams by development and expand their authority and ability. In other words an empowerment is strategy of organizational development and prosperity

### **1Scope of the study**

This study examine the impact of employee empowerment on using as case study of (Sudan Mint Company& Alshagare Industrial Complex) .The period of this study in November 2014

### **1c:Purpose of the study**

The purpose of this study

**Firstly** the impact of empowering employee to successeding in industrial sectors

**Secondly** delight on empowerment from different aspects

**Third** the various programs used by the Company on employee, development and

provide a practical suggestion for the improvement empowerment in the company

### **1d : The Problem:**

This research wants to know the impact of empowering employees in industrial sectors by tow factors

**Firstly:** The relation between impacts of empowering employees and efficiency in industrial sectors

**Secondly:** The relation between the impacts of empowering employee and employees satisfying

### **1e Research objective :-**

The research has objective we should to know to determine the affect of employee empowerment in success of companies and the specifically by business results

### **1f :The hypothesis :-**

1-The researcher believes that employee empowerment lead to success of companies specific in business results.

2- The researcher believes that employee empowerment lead to satisfying

### **1f: Methodology**

#### **1g Sample**

The sample unit of analysis in this study is (Sudan Mint Company& Alshagara Industrial Complex) the population is ((84 in SMC and 584 in AIC)). The total of population is ((566)) .The respondent must be about (170) of employee. I was distributed the questioner in 5/12/2014. The primary purpose of the research is to measure perception of the effect of employee empowerment

#### **1 h Data Collection**

Primary data will include questioner cover the effect of employee empowerment on the following factors

First: The effect of employee empowerment on succeeding organization on business result.

Second: The effect of employee empowerment on employee satisfying.

I had designed about eight questions for the first factor and eleven questions for the second factor. (Appendix1 Questioners).

### **1 I Data Analysis**

After collecting data through our questioner I had been used SSPS version 20.0 to analyze data. The results presented in form of frequency and percentages And Reliability Analysis – Scale ALPHA was used. The results presented in form of chi – value, P-value, Median and standard deviation ((S.D)) we used reliability analysis to ensure the quality of a measurement procedure that provides repeatability and accuracy.

Theme Tow: Previous studies

## **2a Enhancing Employees Performance via Empowerment: A Field Survey**

Enhancing Employees Performance via Empowerment: A Field Survey

Nail AHK Awamleh

Department of Management, Applied Science University (Bahrain)

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The author introduced this study to define the tools which used in organization to achieve goals, the system designed, people and the nature and quality of human assets in organization. The importance of this study shed some light on one of the most influential elements in the life of employees, organizations and society in general. Objectives of this study, first give concise review on empowerment from different aspects, second Show practical experience with empowerment practices through a field survey of these practices in a sample of respondents working in business and government organizations in Bahrain, third draw some conclusions on the subject matter "empowerment" of importance for researchers and practitioners in management and organizations, fourth Provide some

recommendations in the light of the conclusions of the study. The methodology of this study it's dependent on descriptive-analytic Approach in achieving its goals. It utilizes ready and primary sources of information and data. The study relied on related literature review along with primary data collected by means of questionnaire especially designed for this study.

The researcher sample was characterized see the table.

#### Demographic characteristics distribution of respondents

sector	Characterized	Number	%
	Government	48	60
	Business	32	40
	Total	80	100
Gender	Male	36	70
	Female	24	30
	Total	80	100
Job Level	Top Management	8	10
	Middle Management	48	60
	Lower Management	24	30
	Total	80	100
Degree	Less than bachelors	4	5
	Bachelors	36	45
	Master	28	35
	PHD	12	15
	Total	80	100
Experience	Ten years or less	16	20
	11-20	20	25
	21-30	24	30
	31 or above	20	25
	Total	80	100

Enhancing Employees Performance via Empowerment: A Field Survey  
Nail AHK Awamleh

The result of individual performance thus improving overall organizational performance. It this study is revealed that empowerment is a very significant tool in promoting reflected wide attention among both researchers and practitioners of management. A great deal of literature on empowerment principle, there are wide differences among researchers and practitioners regarding the meaning, nature, tools and applications of empowerment

Second Empowerment plays significant role in employee's satisfaction thus promoting their performance in organizations, Third employee's participation in decision making, delegation of power, access to information and resources and job enrichment are common forms and tools of empowerment Fourth employee's empowerment faces serious practical obstacles such as insufficient top management support, lack of awareness, absence of clear regulations on ways and tools of empowerment and insufficient funds, Fifth effective application and practice of empowerment require top management support, mandatory legal measures, positive organizational culture regarding empowerment and rewarding empowerment activities and practices Finally the author recommended based on literature review and field survey in this study proposes the following recommendations that may help in promoting effective application of empowerment in organizations First Organize and carry out more academic and practical activities regarding empowerment to promote awareness of empowerment



concept importance and tools and mechanisms of effective application in real life organizations. This includes more research, training and changes that promote employees empowerment, Second updating laws and regulations with special and direct attention for reinforcing empowerment .Third linking empowerment to leadership success and motivation to encourage empowerment practices in daily and real life organizations, Fourth restructuring organizational culture and structure to create empowerment friendly environment, Fifth re-allocate organizational resources and power (access and utilization) to make fair and balanced empowerment throughout organizational hierarchy.

## **2b : Understating the Impact of Employee Empowerment on Customer-Oriented Behavior**

Understating the Impact of Employee Empowerment on Customer-Oriented Behavior

Journal of Business Studies Quarterly

Dia Zeglat\*, The Hashemite University, Jordan

Mohammad Aljaber, The Hashemite University, Jordan

Wasfi Alrawabdeh, The Hashemite University, Jordan

This study aimed to measure the impact of employee empowerment on customer-oriented

behavior in the Jordanian commercial banks. There are two Perspectives of

empowerment first Structural/relational empowerment it can be defined

management practices and policies that aimed to transfer power from management

to employees” second perspectives psychological/motivation empowerment it can

be defined “a state of mind in which an employee experiences the feelings of

control over how the job can be done, have enough aware to the work tasks that

being performed, a great level of responsibility to both personal work outcome and

overall organizational advancement, and the perceived justice in the rewards based

on individual and collective performance” customer-oriented behavior can be

defined “the ability to identify, evaluate, understand, and meet customer needs”.

This definition is very importance to clear employee empowerment on customer-

oriented behavior. The limited studies (if any) address the two forms of empowerment simultaneously and their impacts on customer-oriented behavior.

Thus, the present study aims to answer the following research question and problem:

Does employee empowerment positively influence customer-oriented behavior in the Jordanian commercial banking sector? If yes, which type (form) of empowerment has a greater impact on customer-oriented behavior in the Jordanian commercial banks?

In order to depict the relationships between two variables first the independent variables (Structural empowerment, psychological empowerment) . Second variable (customer-oriented behavior) . In this study there are two hypotheses

H1: Structural empowerment has a positive and significant impact on customer-oriented behavior in the bank under investigation

H2: psychological empowerment has a positive and significant impact on customer-oriented

The researchers collected three hundred and seventy-seven questionnaires and were divided into two sections; the first section was designed to collect demographic information about respondents, while the second section was designed to measure employees' perceptions of the variables under investigation

Demographic profile of Respondents

Characterized	Category	Number	%
Gender	Male	259	68.7
	Female	118	31.3
	Total	337	100
Age	24 or less	54	14.3
	25-29	142	37.7
	30-35	91	24.1
	36-40	39	10.3
	41-45	34	9.0
	46 or older	17	4.5
	Total	337	100
Education Level	Diploma	51	13.5
	Bachelors	303	80.4
	High Diploma	8	2.1
	Post graduate	15	4.0
	Total	337	100

#### Understating the Impact of Employee Empowerment on Customer- Oriented

Behavior. The results of the study show that structural and psychological empowerment positively and significantly influence customer-oriented behavior in the Jordanian commercial banks. Accordingly, Jordanian banks should use and implement both types of empowerment to maximize customer-oriented behavior. However, the results also show a medium level of implementation of structural empowerment and a high level of psychological empowerment's implementation in the Jordanian commercial banks. Therefore, bankers should give more attention to improving and designing better and more effective structural empowerment programs. This can be done by implementing better managerial practices such as work rotation, better job design, the use of up-to date communication and technology and the revision of job regulations and legislation.

## Comparison between previous studies

No	Topic	Study 1	Study 2
1	Title	Enhancing Employees Performance via Empowerment	Understating the Impact of Employee Empowerment on Customer-Oriented Behavior
2	Purpose	shed some light on one of the most influential elements in the life of employees, organizations and society in general.	Aimed to measure the impact of employee empowerment on customer- oriented behavior in the Jordanian commercial banks
3	Objectives	1/ give concise review on empowerment from different aspects, 2/second Show practical experience with empowerment practices through a field survey of these practices in a sample of respondents w some conclusions working in business and government organizations in Bahrain, 3/ draw on the subject matter "empowerment" of importance for researchers and practitioners in management and organizations 4/ Provide some recommendations in the light of the conclusions of the study.	The relationships between tow variables first the independents variables (Structural empowerment, psychological empowerment) Second variable (customer-oriented behavior
4	Hypothesis	*	H1: Structural empowerment has appositve and significant impact on customer-oriented behavior in the bank under investigation H2: psychological empowerment has appositve and significant impact customer-oriented

5	Methodology	this study it's dependent on descriptive-analytic	collected three hundred and seventy-seven questionnaires and were divided into two sections; the first section was designed to collect demographic information about respondents, while the second section was designed to measure employees' perceptions of the variables under investigation Behavior.
6	Results	<p>1/Empowerment is a very significant tool in promoting reflected wide attention among both researchers and practitioners of management</p> <p>2/ Empowerment plays significant role in employee's satisfaction thus promoting their performance in organizations</p> <p>3/ employee's participation in decision making, delegation of power, access to information and resources and job enrichment are common forms and tools of empowerment</p> <p>4/employee's empowerment management support, lack of awareness, absence of clear regulations on empowerment faces serious practical obstacles such as insufficient top ways and tools of</p>	Jordanian banks should use and implement both types of empowerment to maximize customer-oriented behavior. the results also show a medium level of implementation of structural empowerment and a high level of psychological empowerment's implementation in the Jordanian commercial banks

		empowerment and insufficient funds 5/ effective application and practice of empowerment require top management support, mandatory legal measures, positive organizational culture regarding empowerment and rewarding empowerment activities and practices	
7	Recommendations	<p>1/ Organize and carry out more academic and practical activities regarding empowerment to promote awareness of empowerment</p> <p>2/ Updating laws and regulations with special and direct attention for reinforcing empowerment .</p> <p>3/L inking empowerment to leadership success and motivation to encourage empowerment practices in daily</p> <p>4/ restructuring organizational culture and structure to create empowerment friendly environment</p> <p>5Re-allocate organizational resources and power (access and utilization) to make fair and balanced empowerment throughout organizational hierarchy.</p>	<p>bankers should give more attention to improving and designing better and more effective structural empowerment programs</p> <p>This can be done by implementing better managerial practices such as</p> <p>work rotation, better job design, the use of up-to date communication and technology and the revision of job regulations and legislation.</p>

## **Chapter Two**

### **Literature Review**

Theme One: Empowerment Concept

Theme Two: Age of De- empowerment & Historical Background of Empowerment

Theme Three: Definitions

Theme Four: Dimensions of psychological empowerment

Theme Five: Dimensions of structural Empowerment

Theme Six : Theories of empowerment

Theme Seven: Empowerment process

Theme Eight: Types of organizational empowerment

Theme Nine: Developing Empowerments

Theme Ten: Prerequisite organizational conditions for the employees' empowerment



## Chapter Two

### **Theme One: Empowerment Concept**

Empowerment as defined earlier is a significant fundamental concept through which employees are able to influence and have control over decisions that affect them in the performance of their job. Furthermore, this concept assists employees to exercise maximum control or authority of their work environment physically, socially, culturally and psychologically through the resources allocated to them. (Fatterman & Wandersman 2005, page 11).

The concept of empowerment has been center for research and human resource activities for many years. There is still some debate about the meaning of the concept of empowerment. However, it states as an employee's perception. Empowerment definitions are lacking acceptable and compatible set about key components and applications in process of empowerment. About empowerment means have been discussed very much, but the concept is not defined correctly. Many experts believe that empowerment is rarely clearly defined and it has always been used as innovative. One possible reason for this lack of transparency is a willingness to join the empowerment to managerial programs

such as: business process reengineering and quality management. Empowerment is represents the business process reengineering and quality management. Empowerment is represents the number of horizontal activities, from making empowerment to high levels of participation and delegation of authority. However, the real empowerment includes decision-making authority over the work content and field of work (Greasley et al, 2007, P41).. Understanding Empowerment form on Employee Perspective Team Performance .There is three groups empowerment into three broad groups:

situational (structural) empowerment, motivational (psychological) empowerment, and leadership empowerment.( Menon, S. 2001-page 153).

However, empowerment has been introduced and explained more frequently using two main alternative perspectives, a structural/relational perspective and a motivational/psychological perspective. Peter and colleagues have identified seven elements for empowerment that include: responsibility and accountability, knowledge and skills, independence, information, creativity, initiative and

innovation, power and decision-making (Abraiz&Raja, 2012).

The concepts of empowerment improve the human element in the modern organization to achieve high levels of cooperation, team spirit, self-confidence, innovation, independent thinking and entrepreneurship. It also leads to the acquisition of the effectiveness of empowerment when staff become the part where everyone contributes to activities of quality through their skills, experience and information. get of management practices, focused toward supporting such a strategy of excellence,

This enables staff to develop these activities, and the empowerment of employees requires a balance between their need for appreciation and responsibility; accordingly, they bear their emotional and mental interaction

### **Theme Tow :Age of De- empowerment& Historical Background of Empowerment**

It was not until 1920 that the ideas of mass production, break down of jobs to simple task came into management thinking. Mayo (1945) was one of the early proponents that apposed Talyorism and offered a view that involving workers would have strong business moral and social benefits Workers , he thought, could

be self-motive and carry out good work without being closely monitored .Under the (scientific management ) the command and control centers in top management were highly centralized with virtually non existent decision making on the shop floor .Management decided the best mothed to carry out each task and the worker simply did what they were told (Meng Khan Tan -2007 page 13 ).

Empowerment exists in fields of psychology, sociology and religion that go back last decades. In fields individuals to

of psychology “Adler” (1927) motivation of dominate expressed with emphasis on the efforts of gain dominate their world. “Wite “(1959) describes the “influential motivation” is a self-motivated that makes thin the struggle for freedom from limits (Whetten & Cameron, 1999, p17).

gs happen. View of “Brehim” (1996) has expressed Empowerment "psychological reaction" to

All this contents is similar in concept of to empower means willingness of individuals to self control importance to own and for own, freedom. In the management, use record of the term empowerment refers

to after human relations movement. Issues such as: engage employees in the decision-making organizations by the various ways of team working, participation and total quality management. This theory was begun initially with the theory of empowerment. For example “Maslow” and “Herzberg”

y "McGregor". Many methods emphasize on psychological statements or incentive

Social - structural perspectives of empowerment is rooted in theories of social exchange and social power. Early research was conducted on men and women of “Counter” company (1977). When more women were entering the labor market, without access to power tools: opportunities, information systems of entering the labor market, without access to power tools: opportunities, information systems of rewards,

social support, and access to resources could not achieve to progress successfully. This research is

considered as the most important element of structural empowerment research, base of this view is sharing power between people of superiors and subordinates with goal of loss of decision-making power to lower levels of the organizational hierarchy (Spreitzer, 2007, P3).

### **Theme Three : Definitions**

#### **3a :Empowerment**

1/ Word of empowerment in oxford dictionary is defined make (some one) strong and provides power and enable

2/ Business Dictionary provides detailed and comprehensive definition of the term "empowerment"

to include all management practices related to sharing information, rewards and power with employees so they can take initiative and make decisions to solve problems and improve service and performance.

3/A process of enhancing feelings of self – efficacy among organizational members the identification

of condition that faster power lessen and through their removal by both formal organization practices

and informal technique of providing efficacy information (Jha 2010 p380)

4/To provide an appropriate degree of staff freedom, that they are trusted to carry out functions independently performed with their responsibilities for results, strengthened by an efficient system

which creates a quick flow of information, with a focus on the employees who engage in operations linked directly to the public areas such as sales and the procurement service, customers and other' (Effendi, 2003: page7)

the process of enabling and authorizing individuals to think, behave, take action and decision and control work autonomously. It is the feeling of self control of one's own destiny (Heathfield, 2012).

### **3b:Structural/Relational Empowerment**

The structural empowerment concept can be defined as "management practices and policies that aimed to transfer power from management to employees" (Abu Kassim et al., 2012, p: 133)

freeing someone from rigorous control by instructions, policies, and orders, and giving that person freedom to take responsibility for ideas that he/she provide for management, decisions, and actions that he/she made in the workplace context Melhem (2004-page 73)

### **3c:Psychological/Motivational Empowerment**

A state of mind in which an employee experiences the feelings of control over how the job can be done, have enough aware to the work tasks that being performed, a great level of responsibility to both personal work outcome and overall organizational advancement, and the perceived justice in the rewards based on individual and collective performance" (Melham, 2006, p: 586).

## **Theme Four Dimensions of psychological empowerment**

### **4a :Meaningfulness**

Meanin standards; in their value system working is considered significant and they feel they are important when they gfulness indicates capable individuals appreciate career goals according to their personal ideals and participate in the activities of the organization (Tubbs and Moss, 2000).

Or accepting official and operational consequences (Abdollahi and Naveh ebrahim, 2011)

the personal result is a stage where the individual influences on the results and the strategic,

. Capable employees believes that they can have a significant role for the realization of the organizational goals by performing their career responsibilities; they can control the occupational results and consequences and they can have a positive impact on what occurs and can handle the limitations and barriers (Lussier, 2002).

#### **4b: Impact**

Or accepting the personal result is a stage where the individual influences on the results and the strategic, official and operational consequences (Abdollahi and Naveh ebrahim, 2011).. Capable employees believes that responsibilities; they can control the occupational results and consequences and they can have a positive impact on what occurs and can handle the limitations and barriers (Lussier, 2002).

#### **4c: Competence**

When individuals become capable, they feel self-efficacy or they feel they are qualified and they have enough skill and proficiency to perform a successful work. Not only capable people feel they are qualified, but they feel they are confident and they are able to do their work competently (Amichai et al, a, 2008 page 34). Amichai. Yair. H, Katelyn. Y. A. M and Samuel. A, (2008).

#### **4d: Self-determination**

Capable employees feel responsibility and ownership towards their activities (Littrell, 2007-page 87-110).. They feel they have independence to perform their responsibilities; they can make decisions about their work and have enough authority regarding the manner, time and the speed of their performing the task (Vecchio, 2000).

#### **4 e:Trust**

Refers to the relationship between the superior and the inferior (the manager's trust to the employee and the reverse). Trust is associated with interest, competence, openness and belief in the others (Abdollahi and Naveh ebrahim, 2011).

### **Theme Five Dimensions of structural Empowerment**

#### **5a :Access to Information**

Access to information is a dimension of structural empowerment. It means necessary information should be easily available to employees so is caused the confidence and their awareness from the current state of the organization, strengthened a culture of trust and empathy and also includes communication and easy access employees to managers and supervisors, transparency and clear communication working with managers and supervisors and staff awareness from current affairs of the company in relation to its work domain and Manager, who wants to increase sense of empowerment in employees, should give them all the information

necessary to perform the work (Abdollahi, 2004, p 64).

Of course information should provide for employees that increase their efficiency, not information confuses them (Mohammadi, 2001).

The main element in the empowerment is to share employees in information and appropriate communicate and the relationship between manager and employee provide possibility of taking advantage from the knowledge of employees to manager. . Abtahi,S.H;Abesi,S.(2007). Empowering employees, Research and Education Institute of Management affiliated to the Ministry of Energy Thus, participation in formation

a) it is the first key in empowerment of people and organizations B) To allow people to clearly understand

from the current state. C) Makes confidence throughout organization. D) eliminates the traditional hierarchy

mentality. help people for most responsible. F) Raises people so act like owners of the organization. (Bazaz Jazayeri, 2005, p20).

### **5b :Reward System**

Reward system is process that can improve field of initiative and creativity as the highest level of reward in employees continually (Robbins, 2002, p421

In some studies has been investigated the impact of employee performance on customer satisfaction and often was done with the goal of understanding to mechanisms of interaction between employees and

customers and factors of employee empowerment has identified such having the knowledge and

skills, self- confidence, Communication and rapport in job and reward system (Melhem & Jordan, 2004, p75).

Reward system is the set of factors that increase the frequency of optimal behavior. Reward program is in order to It will communicate friendship with their organization, It does their duties willingly Their actions do at the highest level of quality and quantity and job performance will lead to higher levels (Soltani page25 2002)., Reward is considered as one of the most important aspects influences company, performance, very important to focuses on the continued relationship of the organization in pushing employees to work at their best to improve the overall performance of the organization in return. with senior management (Mahjoub, 2003: 49).

## **Theme Six Theories of empowerment**

### **6a: McGregor Theory X and Theory Y:**

In his theory McGregor developed two distinct preconceived perceptions of how people observe human behavior at work and organizational life. He believed that companies follow one of the two opposing approaches. He called these approaches theory X and theory Y. He argues that in theory X, management has the responsibility to ensure that the productive elements of the enterprise are organized such as money materials, and people with the purpose of meeting economic ends

People have an inborn dislike of work and tend to avoid it whenever an opportunity arises, they are inborn selfish, indifferent to the needs of the organization, peoples efforts need to be directed through motivation, controlling their actions and modification of their behavior so as to fit organizational needs, they always need to be directed to take responsibility and have little or no ambition but above all every thing they seek security. Due to the lazy inherent nature of human beings they are not able to perform well in their own initiative.

On the other hand theory Y stipulates that management is charged with the responsibility to organize the elements of p economic ends. To people work is a natural thing, they are not passive or resistant to organizationa needs and

l roductive enterprise such as money, materials, equipment and people with the aim of meeting are always ready to express self direction when committed to the objectives because people are naturally not lazy. Opu Stella- page 20

### **6b :Abraham Harold Maslow's Theory**

The most popular needs classification is the one developed by Maslow. In his hierarchy of need he developed five major layers of needs, which he listed in order of importance, namely physiological needs, safety needs social needs, esteem needs and self fulfillment needs. He believed that these needs are generally experienced by people. Armstrong, Michael. -2001

Spec hierarchical manner. This means that these needs are aroused in aspecific order from lowest to highest ifically Maslow theorized that people have five types of needs and that these are activated in a

such that the lowest-order need must be fulfilled before the next order need is triggered and the process continues. If you look at this in a motivational point of view Maslow's theory says that a need can never be fully met, but a need that is almost fulfilled does not longer motivate. According to Maslow

you need to know where a person is on the hierarchical pyramid in order to motivate him/her. Then you need to focus on meeting that person's needs at that level

## **6c :Factors Explanation**

**Physiological needs** are the need at the bottom of the triangle and include the lowest order need and most basic. This includes the need to satisfy the fundamental biological drives such as food, air, water and shelter. According to Maslow organizations must provide employees with a salary that enable them to afford adequate living conditions. The rationale here is that any hungry employee will hardly be able to make much of any contribution to his organization.

**Safety needs** this occupies the second level of needs. Safety needs are activated after physiological

needs are met. They refer to the need for a secure working environment free from any threats or harms.

The rationale is that employees working in an environment free of harm do their jobs without fear of harm.

**Social needs:** This represents the third level of needs. They are activated after safety needs are met.

Social needs refer to the need to be affiliated that is (the needed to be loved and accepted by other

people). To meet these needs organizations encourage employees participation in social events such as picnics, organizations

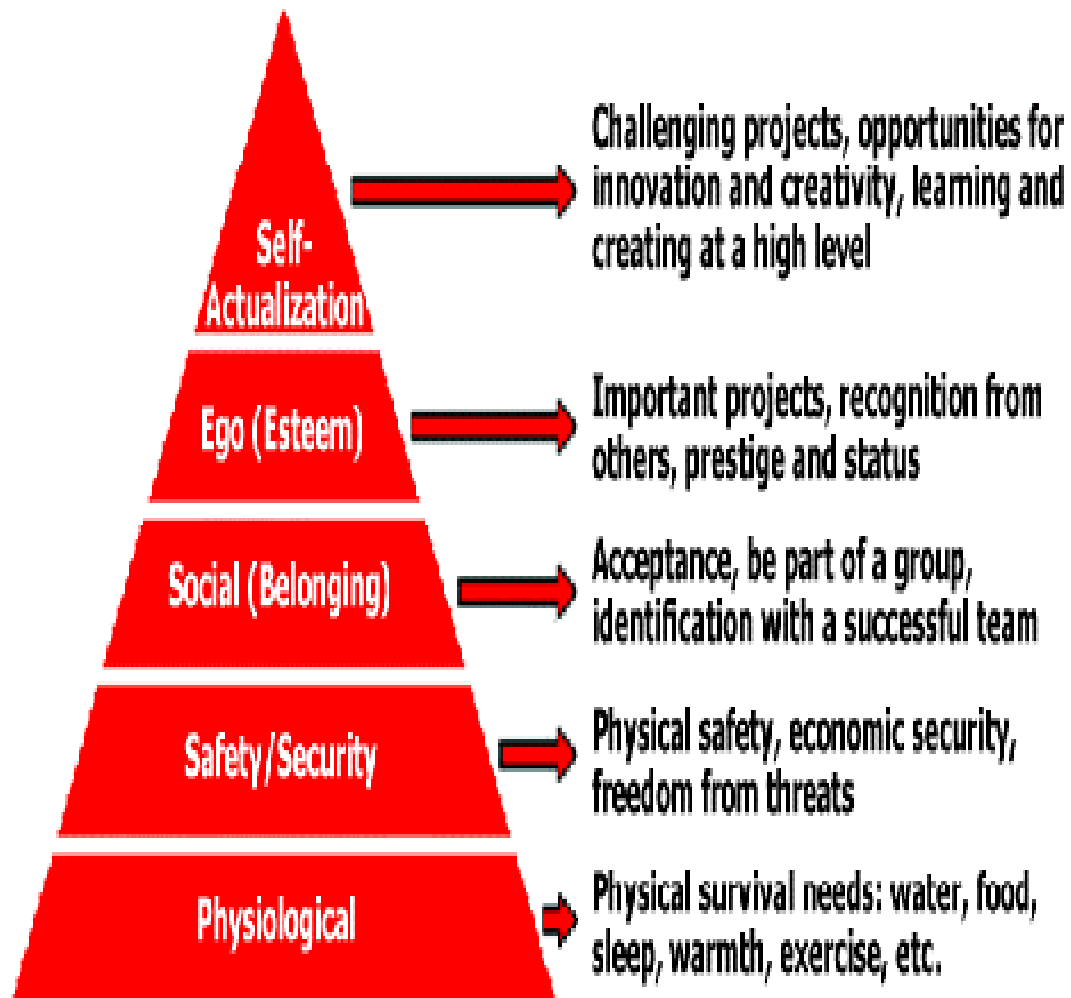
**Esteem needs** this represents the fourth level of needs. It includes the need for self-respect and approval of others. Organizations introduce awards banquets to recognize distinguished achievements.

**Self-actualization:** This occupies the last level at the top of the triangle. This refers to the need to to the point that self-actualized employees represent valuable assets to the organization human resource.

(Maslow's Need Hierarchy Theory Applications and Criticisms-Avneet Kaur-



## Maslows Hierarchy Pyramid



Sources ( The Impact of employee s Motivation and Empowerment on Delivering service Quality to enhance Customer Satisfaction ) Nepwanga Maria Amaanda

Figure (1) Maslow's Hierarchy

## **6d:-Frederick Herzberg's Hygiene and Motivational Factors Theory: Vroom and Deci: 1970**

Herzberg's theory is rooted into two underlined parallel sets of needs namely man's need as an animal to avoid pain and as a human the need for psychological growth.

In his theory he listed a number of factors that are similar to Maslow's hierarchy of needs, except his theory is more inclined to the working environment. He divided these factors into two major categories namely hygiene factors (dissatisfiers) and motivators (satisfiers). Under the hygiene factors he stated factors such as working conditions, company policies and administrative practices, salary and benefits, supervision, status, job security, co-workers and personal life while the motivators include factors such as recognition, achievement advancement, growth, responsibility and job challenge. One set of needs is associated with what a person does

while the other is concerned with the situation in which it is done. Opu Stella-2008- page 25

Herzberg's Two-Factor Theory divides motivation and job satisfaction into two groups of factors known as the motivation factors and hygiene factors. According to Frederick Herzberg, "the motivating factors are the six 'job content' factors that include achievement, recognition, work itself, responsibility, advancement, and possibility of growth. Hygiene factors are the 'job context' factors which include company policy, supervision, relationship with supervision, work conditions, relationship with peers, salary, personal life, relationship with subordinates, status, and job security" (Ruthankoon, page. 333-342 -2003).

. Basically the theory differentiates the factors between intrinsic motivators and extrinsic motivators. The intrinsic their work; their responsibility and achievements. These factors are the ones that can contribute a motivators, known as the job content factors, define things that the people actually do in great

deal to the level of job satisfaction an employee feels at work. The job context factors, on the other hand, are the extrinsic factors that someone as an employee does not have much control over; they relate more to the environment in which people work than to the nature of the work itself (Schermerhorn, 2003).

Therefore, the basic premise of the Two-Factor Theory is that if an employer or manager is trying to increase job satisfaction and ultimately job performance for an employee or coworker, they need to address those factors that effect one's job satisfaction. The most direct approach is to work on the intrinsic, job content factors. Giving the employee encouragement and recognition helps them to feel more valued within the company, as well as giving a sense of achievement and responsibility. Herzberg says, that "the only way to motivate the employee is to give him [her] challenging work in which he [she] can assume responsibility" (Leach, 2000).

that this statement can be applied to any job within any industry. If the employee does not feel some responsibility associated with a certain task or department, he/she will not feel like their work is worthwhile. Also “people must believe that they are capable of attaining a goal before they will commit serious energy [or motivation] to it” (Hunsaker2005).

Therefore, it is important to include your employees in the decision making and at times the job assignment or delegation. This will help the employee to feel more responsibility and in turn a higher level of motivation.

### **Theme Seven : Empowerment process**

The process of empowerment increases creativity and initiative of people and individuals committed to work more and increases job satisfaction

#### **7a: The Steps**

Firstly define and communicate the meaning of empowerment to everyone at all levels of the organization.

Secondly define objectives and strategies that provide a framework for people at every organization level as employees make their own effort to extend and strengthen empowerment.

The third stage involves the training of employees to enable them fulfill their new roles and perform their function in a way that is consistent with the organizations objectives towards the extension and strengthening of empowerment

The fourth comprises the adjustments made to the structure of the organization in order to achieve expert management, reduce bureaucracy and greater autonomy whilst

The fifth stage constitutes the introduction of the planning process, rewarding, promoting, training and hiring in support of the empowerment process.

The final level involves the evaluation and improvement of the empowerment process through the measurement of the progress including the assessment of the perception of members of the organization. (Bedward et al2004, 266-267).

The most important step in empowerment process is providing the environment that creates an opportunity for individual skill to the extent from powers and intrinsic motivation in employees

#### **7b: Empowerment process management model**

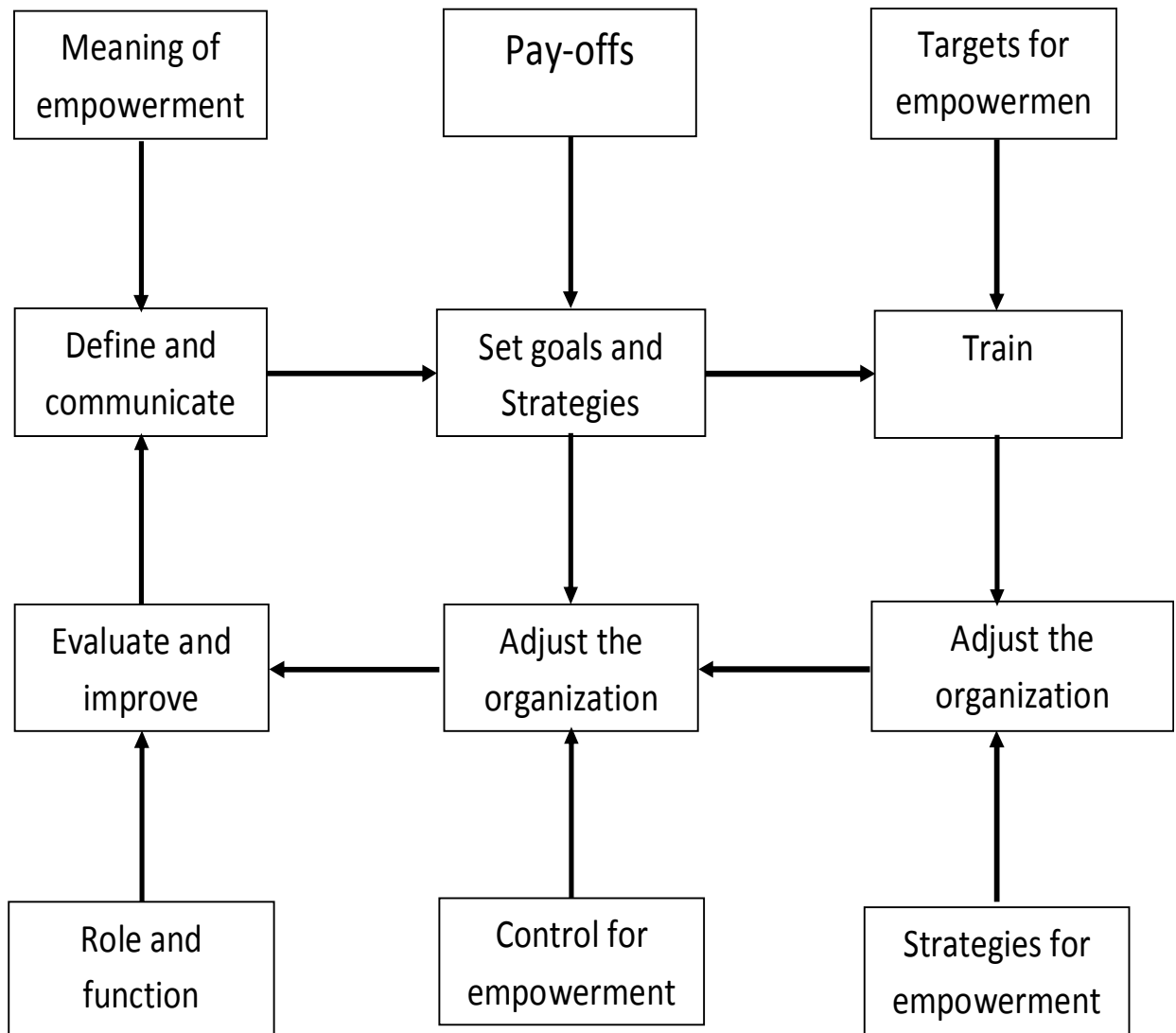


Figure (2) the process empowerment

Sources ( The Impact of employee s Motivation and Empowerment on Delivering service Quality to enhance Customer Satisfaction ) Nepwanga Maria Amaanda

## **Theme Eight : Types of organizational empowerment**

### **8a:- Legitimate empowerment**

This type of empowerment is normally based on an employee's formal position within an organization. However, this type of empowerment is frequently possessed by higher executives through which is applied in coercing subordinates to obey certain orders without any uncertainty. (Armstrong et al 2003, 260).

### **8b: Reward empowerment**

This type of empowerment as the name implies is based on an employee's accessibility to rewards, for instance remuneration and promotion after the performance of certain risky tasks. Furthermore, this type of empowerment can extend beyond material reward due to the fact that some employees are more motivated by a desire for intrinsic rewards such as the need for recognition and acceptance.

Therefore this type of empowerment occurs as a result of acknowledgement of management for the performance of good and efficient job by subordinates. (Armstrong et al 2003, 260)

### **8c: Coercive empowerment**

Coercive empowerment which as earlier elaborated is derived from the leadership of the organization. Management applies such an empowerment to ensure discipline and monitor wrongful acts within the organization. Some of the methods used include the withdrawal of privileges, allocation of unattractive assignment, denial of promotion opportunities and pay increases. (Armstrong et al 2003, 260).

## **Theme Nine : Developing Empowerments**

Page and Wong (2000) stated that the important parameters to develop empowerment in others are: getting satisfaction by helping others to succeed, investing great time and energy to help others to conquer their weaknesses and improve their potential, appreciating and encouraging the work of others, appreciating and validating others for their contribution, encouraging others to take initiatives, and focusing on searching for . better ways of serving other people

Brought other ways to improve empowerment, like developing cooperative relation-ship, listening to diverse point of views, treating customers with dignity and respect, supporting people's choices, letting employees choose their job's method. Kouzes (2002)

## **Theme Ten: Prerequisite organizational conditions for the employees' empowerment**

### **10a: Having clear goals and vision**

Having clear and challenging goals is one of the underlying features of employees empowerment. The first factor in discussions of organizational factors which facilitate the empowerment of the individuals is having a clear and challenging outlook. Capable people feel they have comprehended the senior management perspective and strategies of the organization. On this account, they feel they have the required competence to perform the assigned responsibilities independently, without waiting for the orders and instructions of the senior management (saadat,page 45- 2011)

### **10b: Organizational structure**

Management experts and researchers believe that organizational structure is associated with the employees empowerment. Bureaucratic structures and authoritarian methods of management usually lead to nurturing dependency in the employees, rejection of their opinions, unskillful performance of the work, meaninglessness of the organizational goals, and inability in the employees. Conversely, in the empowered organizations organizational structure is designed to enable the employees so that they achieve desirable results from their works and carry out what is necessary(saadat,page 45- 2011)

### **10c: Performance evaluation**

The principle of "if you do not evaluate anything, there will not be any improvement" is true in every profession. The crucial purpose of performance evaluation is to help the individuals to do their work better, not to confer reward or punishment. The experts posit that competence-based performance evaluation is connected to the empowerment. In an empowered organization where the responsibilities are shared, the individuals should participate in the evaluation of the performance; that is, there should be a reciprocal evaluation between the employees and the managers (saadat,page 45- 2011)

### **10d: Reward system**

The final c to rewards, determining the basic values and establishing the goals are the known methods to achieve control, which is the most useful support in the process of empowerment, is granting rewards. Similar results.

Rewards, generally, are not our interests; they are taken into consideration as policies supporting development and promotion of empowerment like the authority based on competence. For empowering the employees in a proper reward system, every individual's share should be determined. Although rewards may enhance the performance of groups or organizations, most individuals do not have clear understanding of their actions which may have influence on the high levels of performance (saadat,page 45- 2011)

**10e: Professional development of the employees**

Training the employees, their development and professional growth are crucial parts of empowerment programs. In new organizations which are known as Organization Learning, managers have shown great interest in the empowerment and management plans; this interest stems from the fact that empowerment has a significant role in promoting a learning culture (Abdollahi and Naveh ebrahim, 2011).

**10f: Availability of the resources to the employees**

Empowerment is related to providing a variety of human resources which can help the individuals to perform their re eliminators of barriers; they are less risk-takers or commanders. Therefore, one of the chief missions of sponsibilities. The managers, who empower their employees, are mainly providers of resources and managers are to help the employees to achieve their goals. The managers, who provide the requisite resources for their employees so as to increase their capacity, make endeavor to be assured that the employees receives professional development experiences and adequate and constant training (Speritzer, 1996).

## Chapter Three

Theme one: An Introduction of companies

Theme Two: Distribution and respond questioner

Theme Three: The hypothesis and questions

Theme Four: Results & Discussion

Theme Five: Hypotheses Discussion

Theme Six Tables Of Reliability Analysis

Theme seven: Conclusions

Theme eight: Recommendation

Theme nine: References



## Chapter Three

### Theme one: An Introduction of companies

#### **3a: Sudan Mint Company**

Sudan Mint Company has been established in May 1958 under the name of Sudan Mint Chamber to cover an area 16000 square meters .In November 1960 Sudan Mint Chamber had been officially inaugurated .

In 1983 Sudan Mint Chamber had been registered under the name Sudan Mint Company Ltd. The number of employee about (84).

The company's activities Coin Minting -Manufacturing various spare parts, manufacturing all kinds of stamps .....ect

In its endeavors to offer efficient services in order to contribute in development of industry in Sudan, the company commits the application of effective system for management of quality accordance to measure ISO9001-2008 to improve and develop with other international measuring industrializing system, and application ISO 14001&18001 In 2009 the company started application of (EFQM)

#### **3b: Alshagare Industrial Complex**

The complex was founded on 17/11/1959 to become as the first of military industrialization in Sudan which inaugurated on 17/11/1960. The complex production of ammunition covered the need of the army's forces. One of Gaid Group companies. Stated south Khartoum in area about five km square at the east shore of the White Nile

This complex established at first time in 1964, later joined to Gaid group in 1994 , its produce defense product like small calibers of ammunitions and spare parts for industries. The complex produced the needed spare parts and equipment for all

civilian productions .In addition of civilian societies need through so-phisticated technologies of digital and programmed machines The number of employee about (584). In its endeavors to offer efficient services in order to contribute in development of industry in Sudan, The company commits the application of effective system for management of quality accordance to measure ISO9001-2008 to improve and develop with other international measuring industrializing system, and application ISO 14001&18001. In 2009 the company started application of (EFQM)

### **Theme Tow: Distribution and respond questioner**

In this questioner we targeted 60% of top management .20% of middle management (line manager and supervisors) and 10% lower management (technicians and workers). I was distributed the questioner to tow companies

First (Sudan Mint Company) the number of respond the questioner about (67),

Second (Alshagare Industrial Complex) the number of respond the questioner about (96).The total of questioners about (163)

### **Theme Three: The hypothesis and questions**

There are tow hypothesis

H1: Employee Empowerment leads to success of companies specific in business results

H2: Employee Empowerment leads to satisfying

The first hypothesis includes (8) question (12 to 19), the second hypothesis includes (11) question. Each question had figure and table (1to11)

### **Theme Four: Results & Discussion**

The study demonstrates that 90% of respondent agree that there are an effect of empowerment employee to successding in organization. Questioner result shows 91.4%

think that the organization making program to aware the role of employee to

successful organization (figure 3). Successful organizations have a good policy to retain employees so the questionnaire result shows 93.3% think that the organization has a good policy to retain employees (figure 4). It is necessary to balance between the organization's objectives and employees so the questionnaire result shows 90% think that the organization aligns between employee objectives and to achieve true partnership (figure 5). Successful organizations look for employees' needs, so the questionnaire result

shows 84.7% think that the employees' suggestions have been translated into tangible reality since 6.7% don't think. (Figure 6)

In figure (7) the questionnaire result shows 90.20% of the employees think that the organization values its employees, rewards, recognizes and cares for them.

Successful organizations look for the communication process between employees, so the questionnaire result shows 81.6% think that the organization looks after and has established an appropriate communication process but 9.20% think that these processes are not effective

(figure 8). Successful organizations develop employees' competence and skills, so the questionnaire result shows 84.6% think that they have been developing employee competence but 10.40% don't think (figure 9). Successful organizations enable and encourage the sharing of information, knowledge and best practices, so the questionnaire result

shows 77.3% think that sharing information in the organization is easy but 14.7% don't know (figure 10).

Successful organizations participate with employees in the planning and implementation of the entity's strategy, so the questionnaire result shows 98.1% think that the leadership

shares information about planning and implementation of the entity's strategy (figure 11).

Successing organizations reinforce a culture of excellence within organization, so the questioner result shows 69.4% think that the leader reinforces culture of excellence (figure 12) and 18.40% disagree. The resources is very importance to produce product , so the questioner result shows 77.9% think that the organization had provided the necessary resources for the product requirement but 9.7% think that the lack of resources . (Figure 15) Safety and healthy of employee which deepened on modern system its necessary to look after employee in organization so the questioner result shows 78.6% think that the organization adoption these system but 12.9% think that implantation of the these system isn't effective (figure 16) .

In figure 17 the q classification the business results and 13.50% think that the business results don't questioner result shows 83.4% think that the organization had regularity classified.

To encourage employee for working it's important to a ware all about the business result, so the questioner result shows 90.8% had known about result of business in organization (figure 18) and to translated employees' marbles in business result , so the questioner result shows 79% think that the organization translated employees' suggestion (figure 19) . Benchmarking is best tool to successing organization the questio similar institutions (figure 21) ner result shows 82.2% think that the organization had mode comparison with

### **Theme Five: Hypotheses Discussion**

The ratios of option agree and strong agree our hypotheses obtain 90%-91% of answer agree and strongly agree which indicate a significant effect of employee empowerment in our (2) hypotheses which means that the (2) hypotheses are accepted .

### **Theme Six :Tables Of Reliability Analysis**

Statistical Reliability Analysis and Scale (ALPHA) Shows That

Alpha Value =0.912

Reliability percent =91%

Statistically when –

The median zero (0) that refer to the first answer choice (Strongly Agree)

The median zero (1) that refer to the first answer choice (Agree)

The median zero (2) that refer to the first answer choice (Natural)

The median zero (3) that refer to the first answer choice (Strongly Dis Agree)

The median zero (4) that refer to the first answer choice (Dis Agree)

The questions give results for p-value zero expect one question.

### **Theme Seven: Conclusions**

Employee empowerment is one of the most effective tools for increasing employee productivity and efficient use from capacities and abilities of the individual and group according to Organizational goals

The companies (SMC&AIC) had been empowering employee. Research show that the empowerment and role of employee is very important to succeeding the

companies also these companies had a good policy to retain employee (93.3%).

Study shows the companies value their employee, rewarded, recognized and care

for (90%) . Study shows the companies had enable and encouraged the sharing

information knowledge and best practices between employees (77.3%) . Study

shows the leader of companies had involved employee, participation of employees

in the planning and implementation of the entity's strategy (95.1%

### **Theme Eight: Recommendation**

1/ The leader of companies needed to making strong program and new approaches to

reinforce a culture of excellence with in organization employee

2/ The companies needed to provide the necessary resources for the product requirements

3/ The companies needed look for work environment through effective implantation of

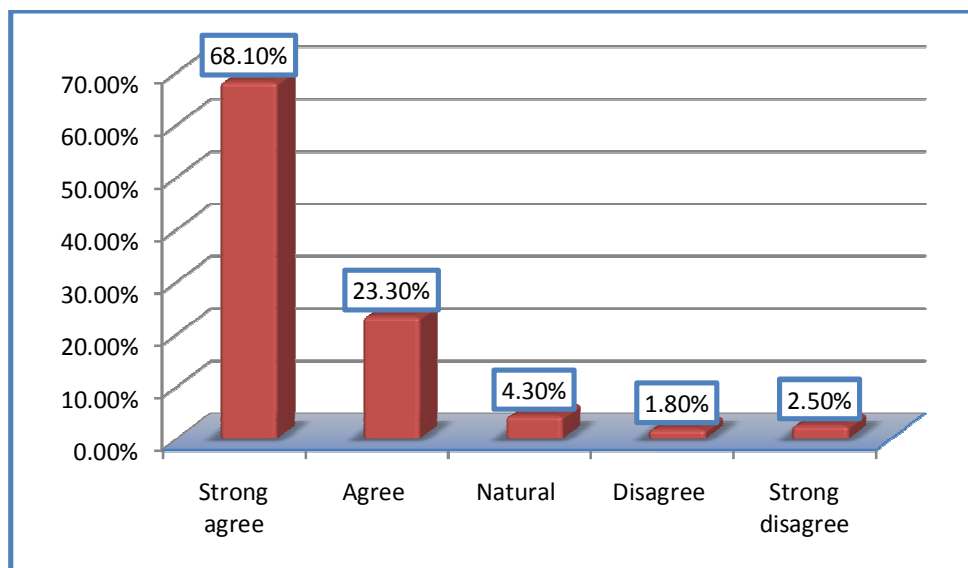
the system (ISO 14001&ISO 18001 )

4/ The companies needed to make comparison with similar institutions through the skill

and competence of employee.

**Table (1): Distribution of the study sample according to (The organization had made awareness employees of the importance of their role in the succeeding organization)**

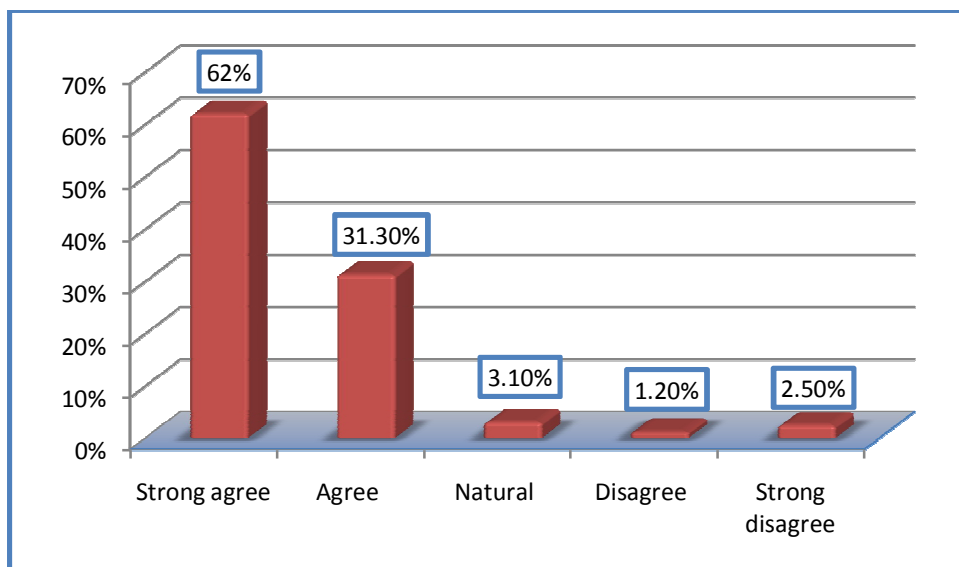
<i>The organization had made awareness employees of the importance of their role in the succeeding organization</i>	<i>Frequency</i>	<i>Percent (%)</i>
Strong agree	111	68.1
Agree	38	23.3
Natural	7	4.3
Disagree	3	1.8
Strong disagree	4	2.5
<b>Total</b>	<b>163</b>	<b>100.0</b>



**Figure (3): Distribution of the study sample according to (The organization had made awareness employees of the importance of their role in the succeeding organization)**

**Table (2): Distribution of the study sample according to (The organization had a policy to retain employee)**

<i>The organization had a policy to retain employee</i>	<i>Frequency</i>	<i>Percent (%)</i>
Strong agree	101	62.0
Agree	51	31.3
Natural	5	3.1
Disagree	2	1.2
Strong disagree	4	2.5
<b>Total</b>	<b>163</b>	<b>100.0</b>

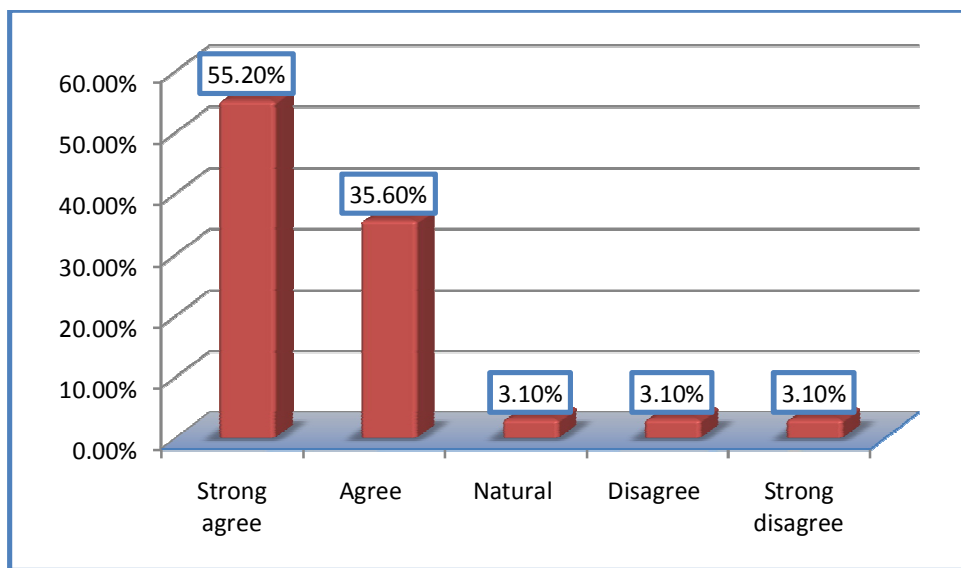


**Figure (4): Distribution of the study sample according to (The organization had a policy to retain employee)**



**Table (3): Distribution of the study sample according to (The organization align between employee objective and to achieve true partnership)**

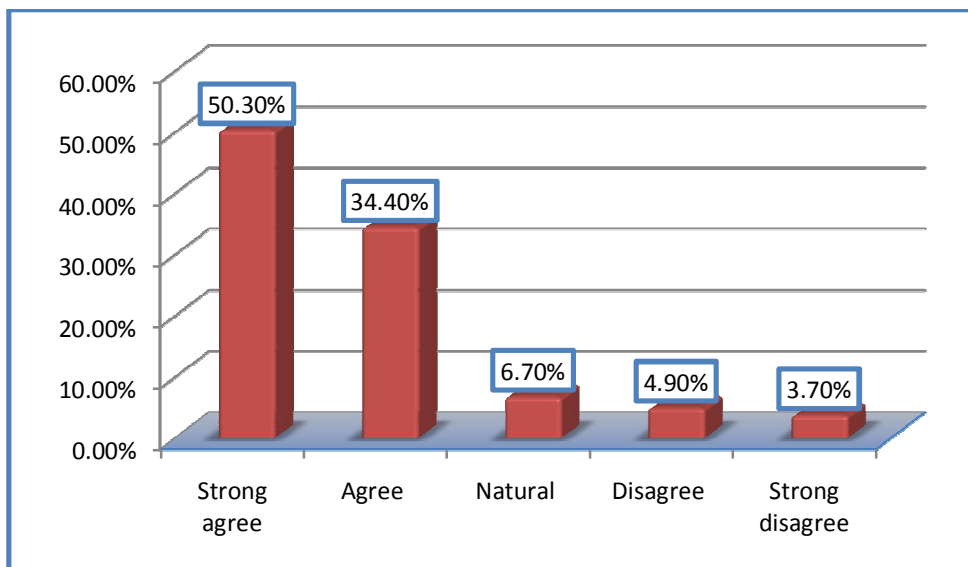
<i>The organization align between employee objective and to achieve true partnership</i>	<i>Frequency</i>	<i>Percent (%)</i>
Strong agree	90	55.2
Agree	58	35.6
Natural	5	3.1
Disagree	5	3.1
Strong disagree	5	3.1
<b>Total</b>	<b>163</b>	<b>100.0</b>



**Figure (5): Distribution of the study sample according to (The organization aligns between employee objective and to achieve true partnership)**

**Table (4): Distribution of the study sample according to (The organization had translated employees marbles on tangible reality)**

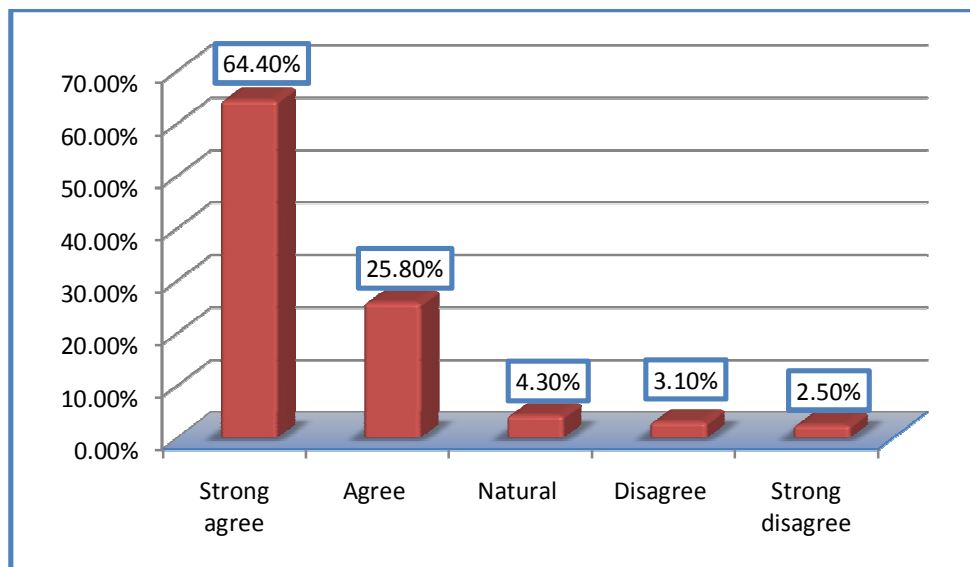
<i>The organization had translated employees marbles on tangible reality</i>	<i>Frequency</i>	<i>Percent (%)</i>
Strong agree	82	50.3
Agree	56	34.4
Natural	11	6.7
Disagree	8	4.9
Strong disagree	6	3.7
<b>Total</b>	<b>163</b>	<b>100.0</b>



**Figure (6): Distribution of the study sample according to (The organization had translated employees marbles on tangible reality)**

**Table (5): Distribution of the study sample according to (The organization value their employee, rewarded, recognized and care for)**

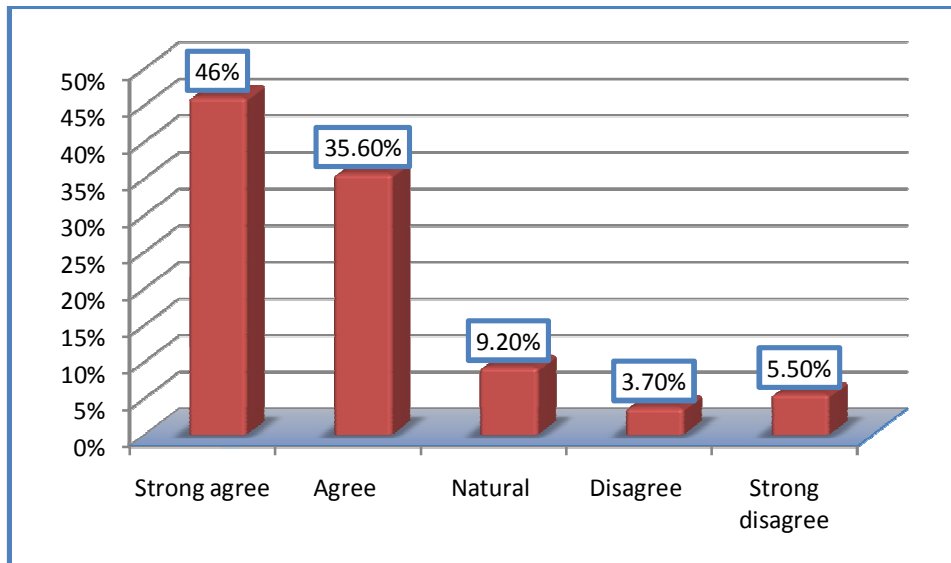
	<i>Frequency</i>	<i>Percent (%)</i>
Strong agree	105	64.4
Agree	42	25.8
Natural	7	4.3
Disagree	5	3.1
Strong disagree	4	2.5
<b>Total</b>	<b>163</b>	<b>100.0</b>



**Figure (7): Distribution of the study sample according to (The organization value their employees, rewarded, recognized and care for)**

**Table (6): Distribution of the study sample according to (The organization had established appropriate communication process between employee such as meeting )**

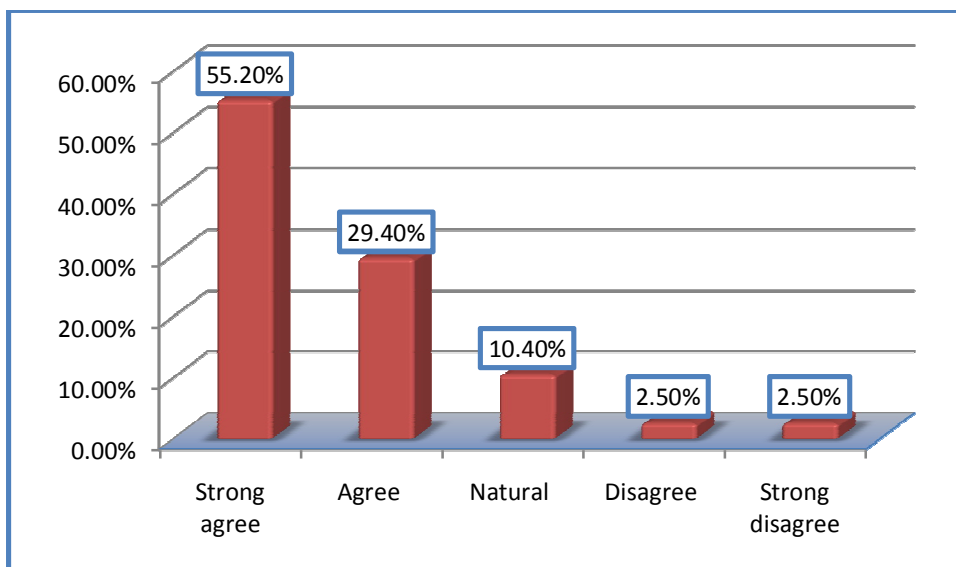
<b><i>The organization had established appropriate communication process between employee such as meeting</i></b>	<b><i>Frequency</i></b>	<b><i>Percent (%)</i></b>
Strong agree	75	46.0
Agree	58	35.6
Natural	15	9.2
Disagree	6	3.7
Strong disagree	9	5.5
<b><i>Total</i></b>	<b><i>163</i></b>	<b><i>100.0</i></b>



**Figure (8): Distribution of the study sample according to ( The organization had established appropriate communication process between employee such as meeting )**

**Table (7): Distribution of the study sample according to (The organization had developing employees' competence)**

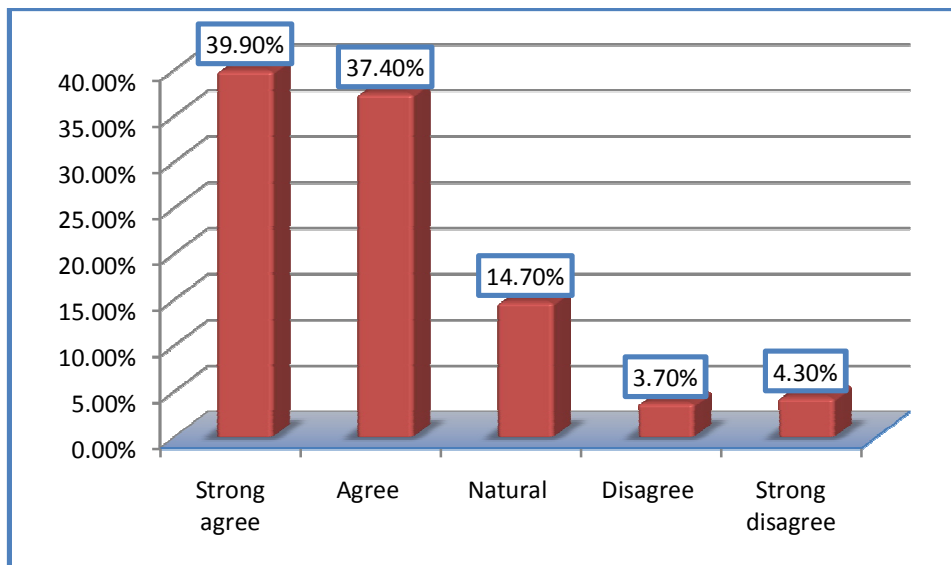
<i>The organization had developing employees competence</i>	<i>Frequency</i>	<i>Percent (%)</i>
Strong agree	90	55.2
Agree	48	29.4
Natural	17	10.4
Disagree	4	2.5
Strong disagree	4	2.5
<b>Total</b>	<b>163</b>	<b>100.0</b>



**Figure (9): Distribution of the study sample according to (The organization had developing employees' competence)**

**Table (8): Distribution of the study sample according to (The organization had enable and encouraged the sharing information knowledge and best practices between employee)**

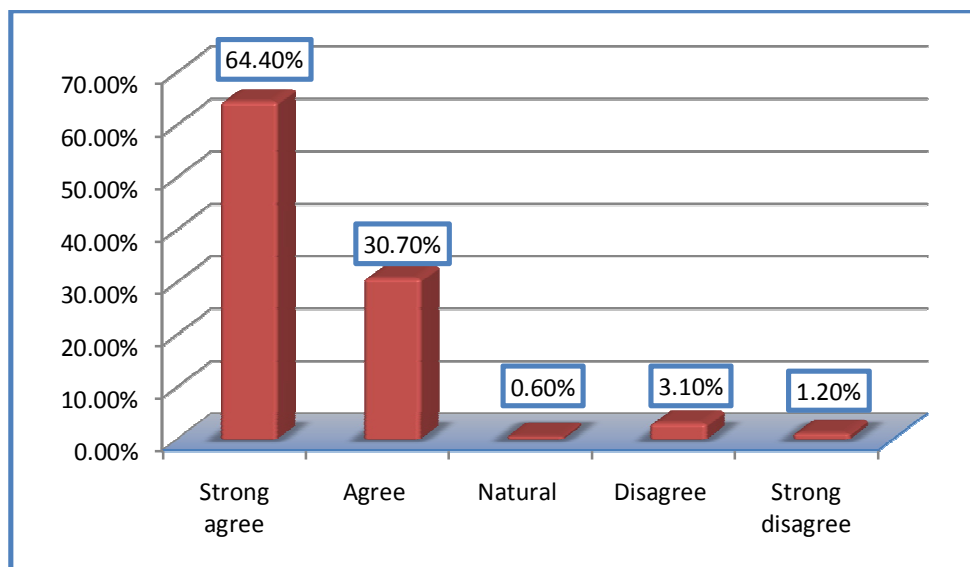
<i>The organization had enable and encouraged the sharing information knowledge and best practices between employee</i>	<i>Frequency</i>	<i>Percent (%)</i>
Strong agree	65	39.9
Agree	61	37.4
Natural	24	14.7
Disagree	6	3.7
Strong disagree	7	4.3
<b>Total</b>	<b>163</b>	<b>100.0</b>



**Figure (10): Distribution of the study sample according to (The organization had enable and encouraged the sharing information knowledge and best practices between employee)**

**Table (9): Distribution of the study sample according to (The leader had involved employee, participation of employees in the planning and implementation of the entity's strategy)**

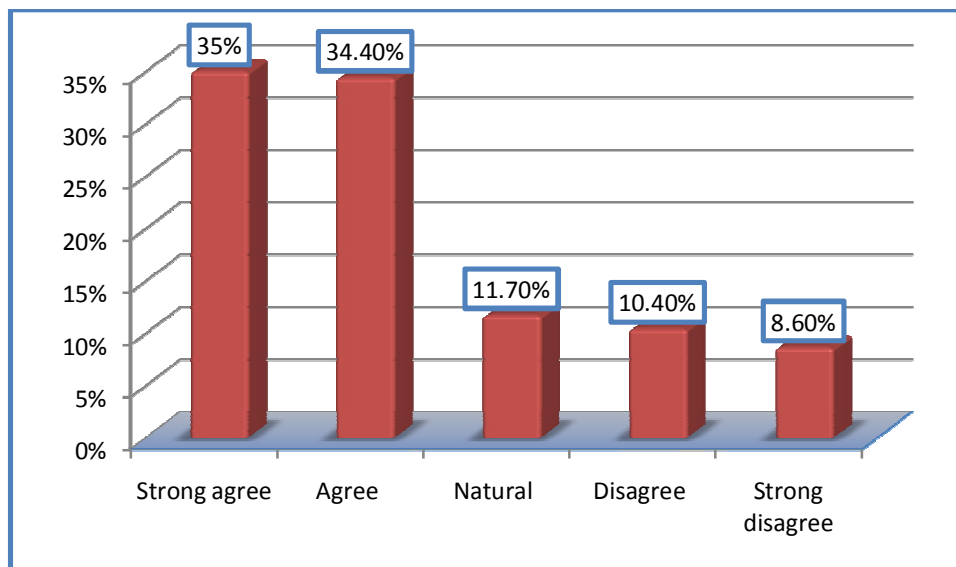
<i>The leader reinforce culture of excellence with in organization employee</i>	<i>Frequency</i>	<i>Percent (%)</i>
Strong agree	105	64.4
Agree	50	30.7
Natural	1	.6
Disagree	5	3.1
Strong disagree	2	1.2
<b>Total</b>	<b>163</b>	<b>100.0</b>



**Figure (11): Distribution of the study sample according to (The leader had involved employee, participation of employees in the planning and implementation of the entity's strategy)**

**Table (10): Distribution of the study sample according to (The leader had reinforce a culture of excellence with in organization employee)**

<i>The leader had reinforce a culture of excellence with in organization employee</i>	<i>Frequency</i>	<i>Percent (%)</i>
Strong agree	57	35.0
Agree	56	34.4
Natural	19	11.7
Disagree	17	10.4
Strong disagree	14	8.6
<b>Total</b>	<b>163</b>	<b>100.0</b>

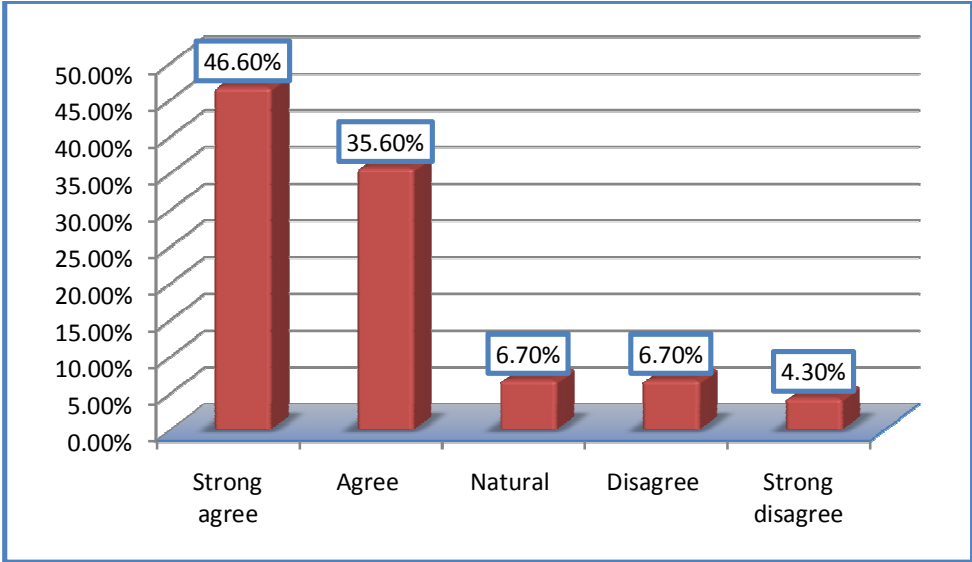


**Figure (12): Distribution of the study sample according to (The leader had reinforce a culture of excellence with in organization employee)**



**Table (11): Distribution of the study sample according to (The organization had no policy for system about upgrades employee)**

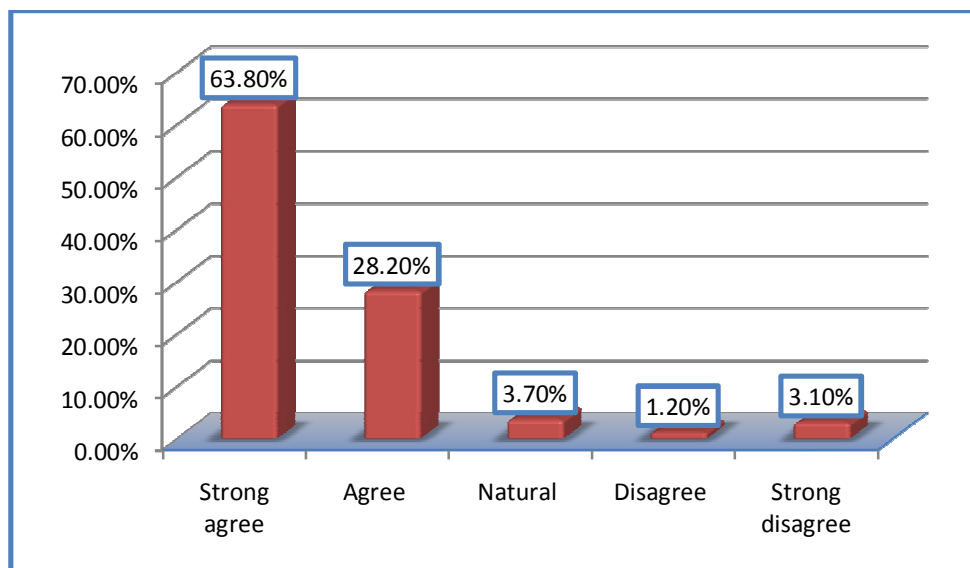
<i>The organization had no policy for system about upgrades employee</i>	<i>Frequency</i>	<i>Percent (%)</i>
Strong agree	76	46.6
Agree	58	35.6
Natural	11	6.7
Disagree	11	6.7
Strong disagree	7	4.3
<b>Total</b>	<b>163</b>	<b>100.0</b>



**Figure (13): Distribution of the study sample according to (The organization had no policy for system about upgrades employee)**

**Table (12): Distribution of the study sample according to (The organization had improve work environment needed to achieve conformity to product requirements)**

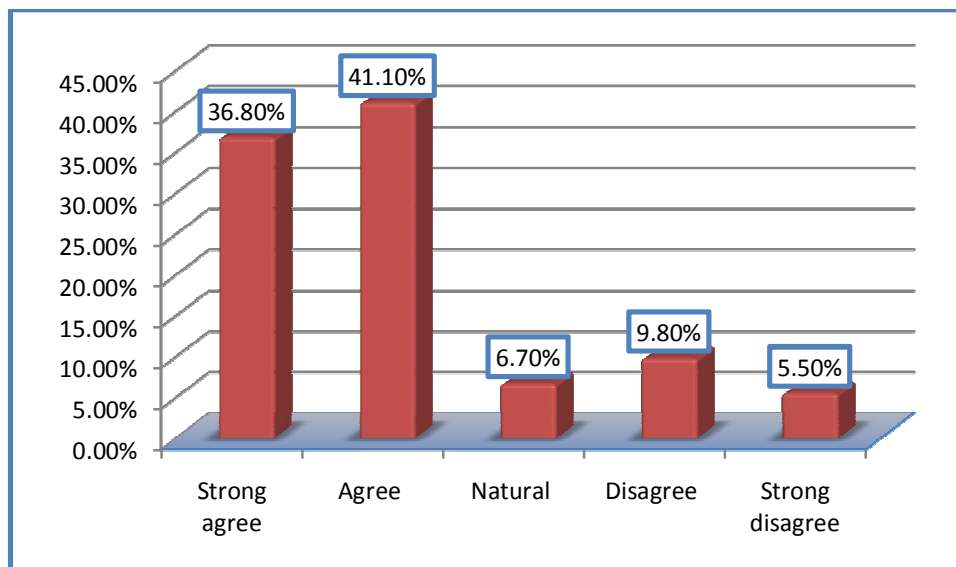
<i>The organization had improve work environment needed to achieve conformity to product requirements</i>	<i>Frequency</i>	<i>Percent (%)</i>
Strong agree	104	63.8
Agree	46	28.2
Natural	6	3.7
Disagree	2	1.2
Strong disagree	5	3.1
<b>Total</b>	<b>163</b>	<b>100.0</b>



**Figure (14): Distribution of the study sample according to (The organization had improve work environment needed to achieve conformity to product requirements)**

**Table (13): Distribution of the study sample according to (The organization had provided the necessary resources for the product requirements)**

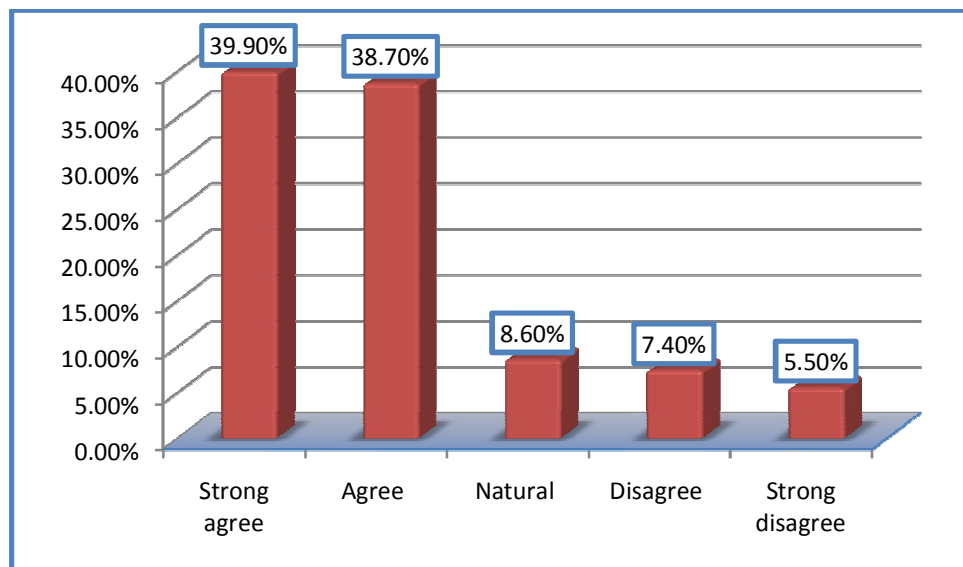
<i>The organization had provided the necessary resources for the product requirements</i>	<i>Frequency</i>	<i>Percent (%)</i>
Strong agree	60	36.8
Agree	67	41.1
Natural	11	6.7
Disagree	16	9.8
Strong disagree	9	5.5
<b>Total</b>	<b>163</b>	<b>100.0</b>



**Figure (15): Distribution of the study sample according to (The organization had provided the necessary resources for the product requirements)**

**Table (14): Distribution of the study sample according to (The organization had adopted systems which related for the safety and health employee)**

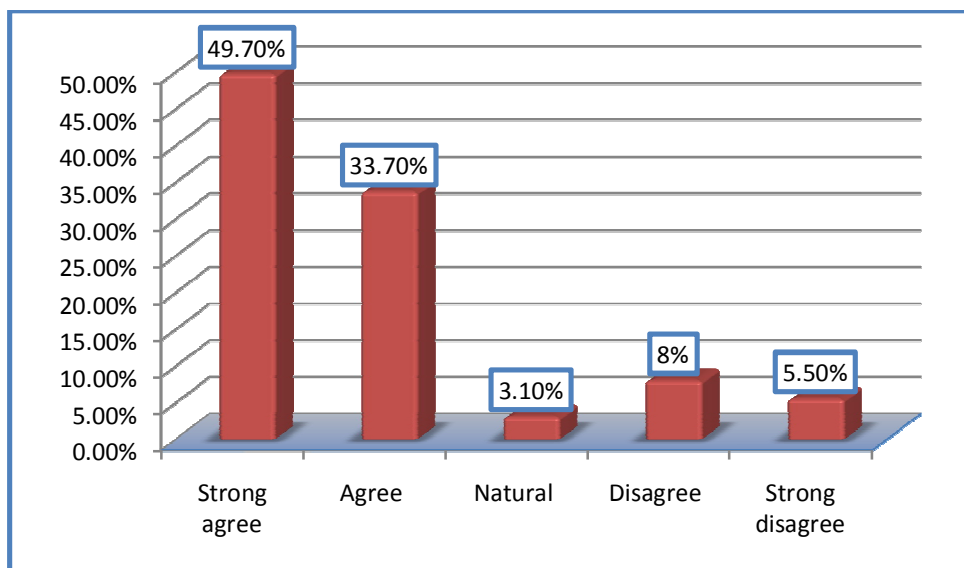
<i>The organization had adopted systems which related for the safety and health employee</i>	<i>Frequency</i>	<i>Percent (%)</i>
Strong agree	65	39.9
Agree	63	38.7
Natural	14	8.6
Disagree	12	7.4
Strong disagree	9	5.5
<b>Total</b>	<b>163</b>	<b>100.0</b>



**Figure (16): Distribution of the study sample according to (The organization had adopted systems which related for the safety and health employee)**

**Table (15): Distribution of the study sample according to (The organization had regularity classification business results)**

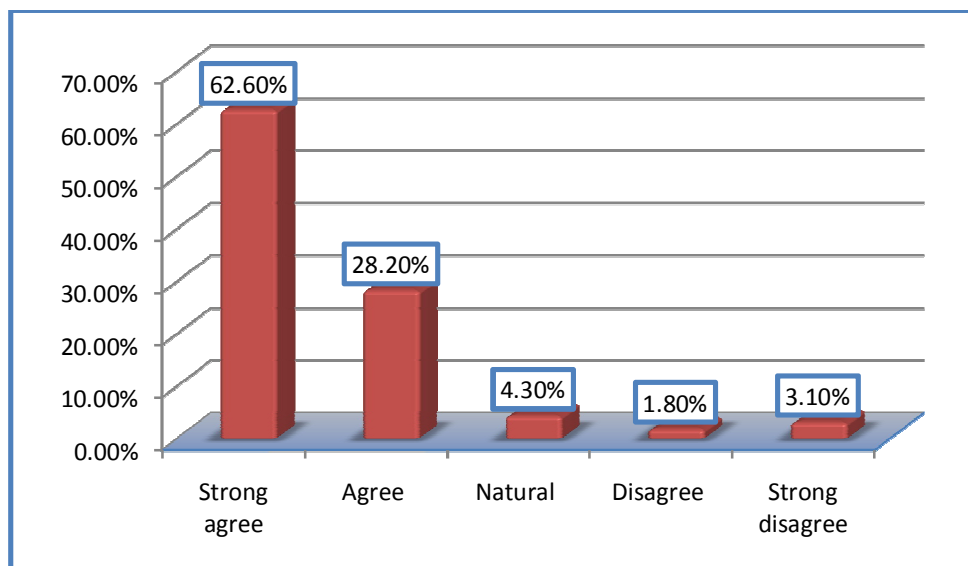
<i>The organization had regularity classification business results</i>	<i>Frequency</i>	<i>Percent (%)</i>
Strong agree	81	49.7
Agree	55	33.7
Natural	5	3.1
Disagree	13	8.0
Strong disagree	9	5.5
<b>Total</b>	<b>163</b>	<b>100.0</b>



**Figure (17): Distribution of the study sample according to (The organization had regularity classification business results)**

**Table (16): Distribution of the study sample according to (The organization had awareness employees about business result)**

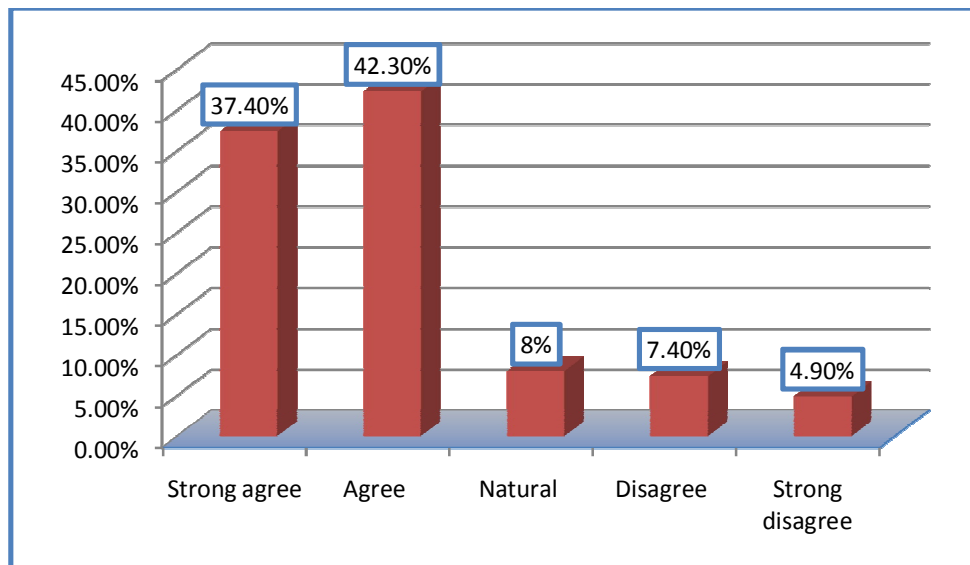
<i>The organization had awareness employees about business result</i>	<i>Frequency</i>	<i>Percent (%)</i>
Strong agree	102	62.6
Agree	46	28.2
Natural	7	4.3
Disagree	3	1.8
Strong disagree	5	3.1
<b>Total</b>	<b>163</b>	<b>100.0</b>



**Figure (18): Distribution of the study sample according to (The organization had awareness employees about business result)**

**Table (17): Distribution of the study sample according to (The organization had translated employees marbles in business result on tangible reality)**

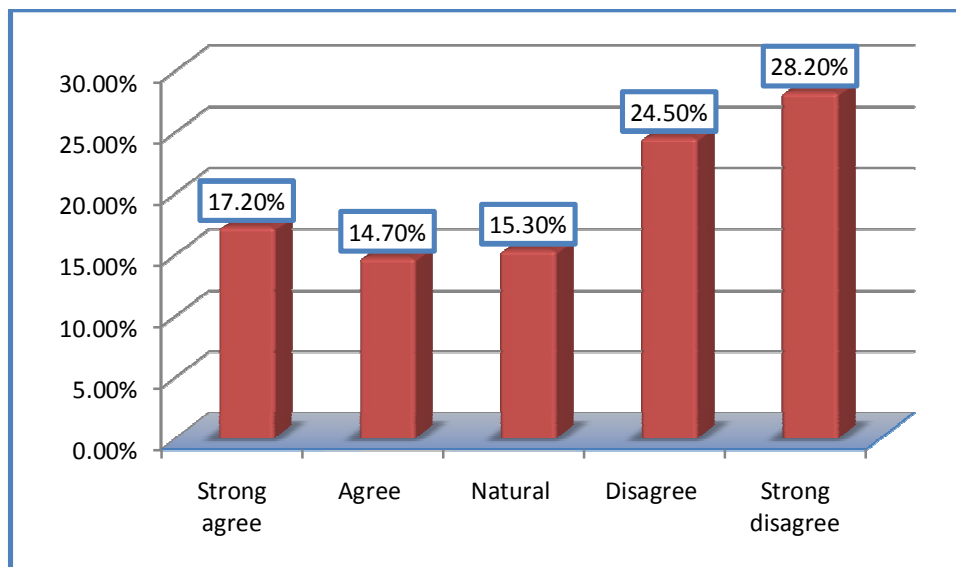
<i>The organization had translated employees marbles on tangible reality</i>	<i>Frequency</i>	<i>Percent (%)</i>
Strong agree	61	37.4
Agree	69	42.3
Natural	13	8.0
Disagree	12	7.4
Strong disagree	8	4.9
<b>Total</b>	<b>163</b>	<b>100.0</b>



**Figure (19): Distribution of the study sample according to (The organization had translated employees' marbles in business result on tangible reality)**

**Table (18): Distribution of the study sample according to (The organization had relied the future performance based on competence of there employees)**

<i>The organization had relied the future performance based on competence of there employees</i>	<i>Frequency</i>	<i>Percent (%)</i>
Strong agree	28	17.2
Agree	24	14.7
Natural	25	15.3
Disagree	40	24.5
Strong disagree	46	28.2
<b>Total</b>	<b>163</b>	<b>100.0</b>

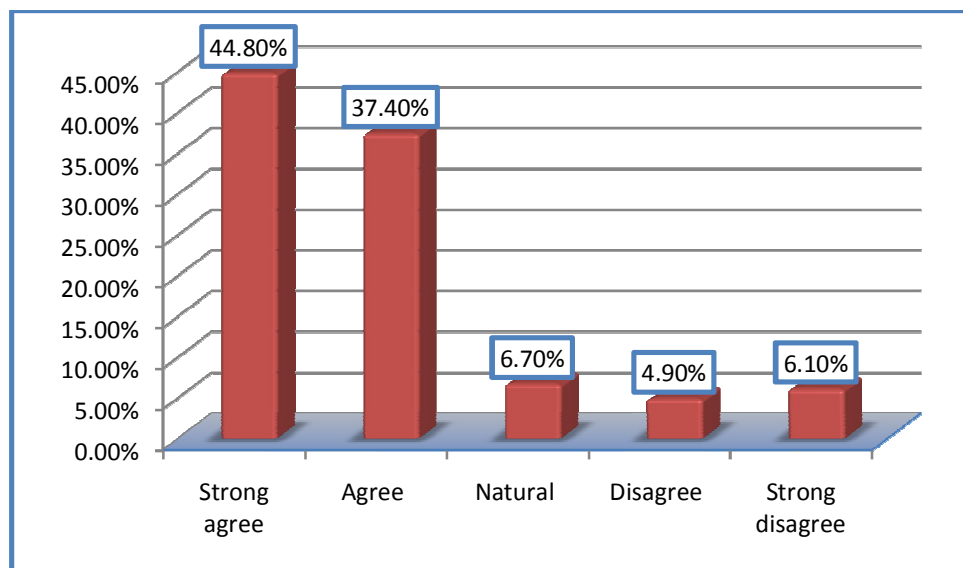


**Figure (20): Distribution of the study sample according to (The organization had relied the future performance based on competence of there employees)**



**Table (19): Distribution of the study sample according to (The organization had mode comparison with similar institutions through the skill and competence)**

<i>The organization had mode comparison with similar institutions through the skill and competence</i>	<i>Frequency</i>	<i>Percent (%)</i>
Strong agree	73	44.8
Agree	61	37.4
Natural	11	6.7
Disagree	8	4.9
Strong disagree	10	6.1
<b>Total</b>	<b>163</b>	<b>100.0</b>



**Figure (21): Distribution of the study sample according to (The organization had mode comparison with similar institutions through the skill and competence)**

**Table (3): Reliability Analysis – Scale (ALPHA):-**

Alpha value is = (0.912), so the Reliability percent is = (91%)

**Test of the question:-**

<i>No</i>	<i>The question</i>	<i>Chi-value</i>	<i>P-value</i>	<i>Median</i>	<i>S.D</i>
<i>1</i>	<i>The organization had made awareness employees of the importance of their role in the succeeding organization</i>	261.50	0.000	0	.86290
<i>2</i>	<i>The organization had a policy to retain employee</i>	231.08	0.000	0	.82677
<i>3</i>	<i>The organization align between employee objective and to achieve true partnership</i>	190.95	0.000	0	.92267
<i>4</i>	<i>The organization had translated employees marbles on tangible reality</i>	146.23	0.000	0	1.02620
<i>5</i>	<i>The organization value their employee, rewarded, recognized and care for</i>	232.06	0.000	0	.90460
<i>6</i>	<i>The organization had established appropriate communication process between employee such as meeting</i>	123.22	0.000	1	1.08950
<i>7</i>	<i>The organization had developing employees competence</i>	165.98	0.000	0	.93547

**Table (3.1): Reliability Analysis – Scale (ALPHA):-**

<i>No</i>	<i>The question</i>	<i>Chi-value</i>	<i>P-value</i>	<i>Median</i>	<i>S.D</i>
<i>8</i>	<i>The organization had enable and encouraged the sharing information knowledge and best practices between employee</i>	101.01	0.000	1	1.04115
<i>9</i>	<i>The leader had involved employee participation of employees in the planning and implementation of the entity's strategy</i>	252.79	0.000	0	.77177
<i>10</i>	<i>The leader had reinforce a culture of excellence with in organization employee</i>	58.81	0.000	1	1.26964
<i>11</i>	<i>The organization had no policy for system about upgrades employee</i>	183.41	0.000	1	1.97824

**Table (4): Reliability Analysis – Scale (ALPHA):-**

<i>No</i>	<i>The question</i>	<i>Chi-value</i>	<i>P-value</i>	<i>Median</i>	<i>S.D</i>
<i>1</i>	<i>The organization had improve work environment needed to achieve conformity to product requirements</i>	235.68	0.000	0	.87740
<i>2</i>	<i>The organization had provided the necessary resources for the product requirements</i>	99.17	0.000	1	1.15306
<i>3</i>	<i>systems which related for the safety and health employee The organization had adopted</i>	101.26	0.000	1	1.13312
<i>4</i>	<i>The organization had regularity classification business result</i>	139.48	0.000	1	1.15404
<i>5</i>	<i>The organization had awareness employees about business result</i>	223.59	0.000	0	.90405
<i>6</i>	<i>The organization had translated employees marbles on tangible reality</i>	108.74	0.000	1	1.09432
<i>7</i>	<i>The organization had relied the future performance based on competence of there employees</i>	11.87	0.000	3	1.45596
<i>8</i>	<i>The organization had mode comparison with similar institutions through the skill and competence</i>	123.35	0.018	1	1.12335

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AppX- 1

Questioner

No	Question	Strong agree	agree	Natural	Dis agree	Strong dis agree
1	<b>The organization had improve work environment needed to achieve conformity to product requirements</b>					
2	<b>The organization had provided the necessary resources for the product requirements</b>					
3	<b>The organization had adopted systems which related for the safety and health employee</b>					
4	<b>The organization had regularity classification financial results</b>					
5	<b>The organization had awareness employees about financial results</b>					
6	<b>The organization had translated employees marbles on tangible reality</b>					
7	<b>The organization had relied the future performance based on competence of their employees</b>					
8	<b>The organization had made comparison with similar institutions through the skill and competence</b>					

No	Question	Strong agree	agree	Natural	Disagree	Strong disagree
1	<b>The organization had made awareness employees of the importance of their role in the succeeding organization</b>					
2	<b>The organization had had a policy to retain employee</b>					
3	<b>The organization align between employee objectives and to achieve true partnership</b>					
4	<b>The organization had translated employees marbles on tangible reality</b>					
6	<b>The organization had established appropriate communication process between employee such as meeting</b>					
7	<b>The organization had developing employees competence</b>					
8	<b>The organization had enable and encouraged the sharing information, knowledge and best practices between employees</b>					
9	<b>The leader reinforce a culture of excellence with in organization employee</b>					
10	<b>The leader had involved employee participation of employees in the planning and implementation of the entity's strategy</b>					
11	<b>The organization had no policy for system about upgrades employee</b>					



## AppX- 2

## Questioner (Arabic)

م	السؤال	اوافق تماما	اوافق	لا اعلم	لا اوافق	لا اوافق تماما
١	تعمل المنشأة علي تحسين بيئة العمل لانتاج منتج يتوافق مع متطلبات المنتج					
٢	تقوم المنشأة بتوفير الموارد اللازمة لمنتجاتها					
٣	تتبنى المنشأة الانظمة الادراية الحديثة فيما يتعلق بصحة وسلامة العاملين					
٤	تعمل المنشأة علي تصنيف نتائج اعمالها بصورة دورية					
٥	تقوم المنشأة بتطوير العاملين بنتائج اعمالها					
٦	تقوم المنشأة بترجمة مقترحات العاملين في نتائج اعمالها الي واقع ملموس					
٧	تثق المنشأة في ادائها المستقبلي بناء علي فدرات العاملين لديها					
٨	تقوم المنشأة بمقارنة نتائج اعمالها مع مؤسسات شبيهة من خلال مهارات وكفاءات العاملين					

م	السؤال	اوافق تماما	اوافق	لا اعلم	لا اوافق	لا اوافق تماما
1	تعمل المنشأة علي توعية العاملين باهمية دورهم في نجاح المنشأة					
2	للمنشأة سياسات واضحة للاحتفاظ بكوادرها في المستقبل					
3	يوجد تنسيق بين اهداف المنشأة واهداف العاملين بغرض تحقيق المصالح المشتركة					
4	تقوم المنشأة بترجمة مقترحات العاملين الي واقع ملموس					
5	تهتم المنشأة باحتياجات التواصل الخاصة بالعاملين مثل اللقاءات توفير وسائل الاتصال					
6	يتم تطوير مواهب وقدرات العاملين في المنشأة باستمرار					
7	يتم تبادل المعلومات ونقل الخبرات والتجارب بسهولة داخل المنشأة					
8	يتم تحفيز العاملين وتقدير جهودهم والاعتناء بهم داخل المنشأة					
9	تقوم قيادة المنشأة بنشر ثقافة التميز وسط العاملين من خلال تطبيق الانظمة الحديثة					
10	تعمل قيادة المنشأة علي مشاركة العاملين في وضع الخطط وتطبيق استراتيجية المنشأة					
١	لا توجد سياسة واضحة لنظام ترفيات العاملين في المنشأة					

APPX-3

Auditing

Dr Ahmad Musia

Dr, Eltayeb Ibrahim

Dr Abdullah Abdurahim

Dr Abbas Abdugafar

د احمد موسي  
د الطيب ابراهيم  
د عبدالله عبد الرحيم  
د عباس عبدالغفور