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## The impact of Empowerment Requirements in improving Job Performance at AL- Manaseer Group

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### Abstract

This paper aims to examine the impact of Empowerment Requirements in improving Job Performance at AL-Manaseer Group. The study population included of all individuals working in AL-Manaseer Group totaling (400) individuals. The study sampling unit consists of individuals working at three managerial level (Top, Middle, Low) in AL-Manaseer Group totaling (100) individuals

The study results showed that Empowerment requirements have impact on job performance in AL-Manaseer Group. Empowerment requirements have on task performance in AL-Manaseer Group. Empowerment requirements have impact on contextual performance in AL-Manaseer Group.

The study is proposed a few recommendations for AL-Manaseer Group to review the system of incentives and rewards in AL-Manaseer Group in parallel to the efforts exerted in the work, which leads to the motivation of workers more and perseverance work and feel the workers in the spirit of ownership and justice. AL-Manaseer Group mission and objectives shoed be shared with all employees, in order to ensure the clarity of their vision and work in accordance with the vision of senior management the clarity of their vision and work in accordance with the vision of senior management

**Keywords:** Empowerment, Job performance and Al Manaseer Group

### أثر متطلبات التمكين على تحسين الأداء الوظيفي في مجموعة المناصير

#### المخلص

هدفت الدراسة إلى بيان أثر متطلبات التمكين (التدريب المستمر، الإتصالات الفعالة، الثقة التنظيمية، العوائد والمحفزات، الدعم الاجتماعي وفرق العمل) في تحسين الأداء الوظيفي في مجموعة المناصير. تكون مجتمع الدراسة من كافة العاملين في مجموعة المناصير والبالغ عددهم (400) فرداً. أما عينة الدراسة فقد شملت على الافراد العاملين في مجموعة المناصير من المستويات الإدارية الثلاث (الإدارة العليا، الإدارة الوسطى والإدارة الدنيا) والبالغ عددهم (100) فرداً. تم استخدام المنهج الكمي (الوصفي التحليلي) لتحقيق أهداف الدراسة. وقد توصلت الدراسة إلى عدد من النتائج أبرزها وجود أثر لمتطلبات التمكين على الأداء الوظيفي في مجموعة المناصير. ووجود تأثير لمتطلبات التمكين على أداء المهمة في مجموعة المناصير. ووجود تأثير لمتطلبات التمكين على الأداء السياقي في مجموعة المناصير. وقد إقترحت الدراسة مجموعة من التوصيات لمجموعة المناصير بمراجعة نظام العوائد والحوافز في مجموعة المناصير بالتوازي مع الجهود المبذولة في العمل، مما يؤدي إلى تحفيز العاملين أكثر والمثابرة في العمل والشعور بروح الملكية والعدالة. وإعلام الموظفين في مجموعة المناصير برسالة وأهداف الإدارة العليا في مجموعة المناصير، لضمان وضوح رؤيتهم والعمل وفق رؤية الإدارة العليا

كلمات مفتاحية: التمكين ، الاداء الوظيفي ومجموعة المناصير

## Introduction

The rapid changes and challenges at the business environment in recent years, multiplicity of goals and the great technological development have led the organizations to compete with each other and adopt strategies to help them progress.

Job performance is a vital issue to individuals and organizations alike, because the job performance of each employee is measured by quantitative methods that reflect the diligence, perseverance, skill of each employee, and the seriousness of the employee to acquire and benefit from the experience through courses. Recent trends in management, especially behavioral ones, focused on the need to pay attention to the human element, which led many researchers and academics to investigate job performance as an important topic for many studies and scientific research that which dealt with many of its multiple angles (Jankingthong and Rurkkhum, 2012). The Job performance has remained an important part of the scientific management system and one of the most important programs aimed at achieving the organization objectives, in addition, an important means of improving performance to achieve the organization objectives, even an important means of improving performance and raise the level of employee performance.

A noting the concentration of organizational and administrative efforts to reach a clear map according to limited environmental, social and functional conditions, enabling the employee to perform her work fully. As a result, the organizations have always directed all their capabilities towards the employee as the focus of work and production engine.

As a result of the multiplicity of research efforts in the area of empowerment, the study of the relationship between empowerment and performance, especially job performance, has not received sufficient attention from researchers. Empowering with practical application has proven to improve performance, productivity, quality of service in organizations, employee and client satisfaction and increased organizational effectiveness.

In the era of globalization that characterizes today's world and the consequent inevitability of the transition from traditional hierarchical administrative structure to democratic building style that the most open and flexible participant, the empowerment requirements have become the subject of wide interest and discussion by various researchers to establish a sense of responsibility and pride in the labor force.

Empowerment leads to improved quality of service, ensuring the effectiveness of the organization, increasing communication effectiveness, establishing a strong and sustainable relationship between the organization and its customers, speeding up tasks and answering questions due to lack of bureaucracy and improving employee motivation and commitment (Roozitalab & Majidi, 2017).

As a result, many ideas proposed and have been put forward, as well as, studies have been carried out that highlight the empowerment requirements, to be more appropriate and adaptable to current conditions, more capable of growth and prosperity, efficiency and effectiveness, as indicated of Arslan & Zaman (2014) the empowerment has a significantly affect positive job performance, as well as, employees who feel empowered strongly predict job performance.

The main purpose of this study is to identify the impact of empowerment requirements on job performance at AL-Manaseer Group “(which is rooted from a deep faith commitment towards our citizens and the founding of a promising future for the coming generations that combines quality, knowledge and prosperity. Today Manaseer Group includes more than 18 companies, in

addition to partnerships with leading companies in Jordan, and it employs approximately 10,000 employees in Jordan with investments up to 2 billion dollars)". Muin Qadada/Vice Chairman"; <https://www.manaseergroup.com/about>

### **Study Problem**

Many similar studies have focused on the operations of businesses in developed countries, Similarly, many researchers have been studied the impact of empowerment requirements on job performance, in addition to that, the studies included the impact of empowerment requirements on job performance in different companies. It is felt that there is need to study such important subjects in the Arab countries. This study conducted in AL-Manaseer Group in Jordan, Amman).

Therefore, the purpose of the study is to measure the impact of empowerment requirements (continuous training, effective communication, organizational trust, incentives and rewards, social support and working teams) on job performance. Researchers learned about the problem of the study through field visits to AL-Manaseer Group and return back to literature review and to the academic references recommendations study of, Al-Asoufi & Akhorshaidh (2017). Roozitalab & Majidi (2017). Bursalı, et al., (2014) and Díaz-Vilela, et al., (2015).

### **Study Problem questions:**

Main Question:

“Is there an impact of empowerment requirements (continuous training, effective communication, organizational trust, incentives and rewards, social support and working teams) on job performance in AL-Manaseer Group?

Derived the following sub-questions:

1. To what extent the AL-Manaseer Group are adoption the empowerment requirements?
2. What is the level of job performance of employees working at AL-Manaseer Group?
3. Is there an impact of empowerment requirements (continuous training, effective communication, organizational trust, incentives and rewards, social support and working teams) on task performance in AL-Manaseer Group?
4. Is there an impact of empowerment requirements (continuous training, effective communication, organizational trust, incentives and rewards, social support and working teams) on contextual performance in AL-Manaseer Group?

### **Significance of the Study**

This paper will highlight in explaining the effect of empowerment requirements on job performance in AL-Manaseer Group according the researcher knowledge and it may be be considered as the one of the first studies that explains.

#### **Academic Significance:**

The current study is considered as an extension of studies that address the empowerment requirements and job performance in business organizations., provides a conceptual framework on the empowerment requirements and job performance in a way that adds to the promotion of current inclinations. further studies and research could be added on its themes and different sub variables, in the light of its analyzes and final results

#### **Practical Significance:**

The current study demonstrates the essential role importance of the empowerment requirements towards achieving job performance., provides some solutions to the problems experienced by AL-Manaseer Group surveyed in terms of means to achieve job performance and measures the

level of concentration of AL-Manaseer Group surveyed on the empowerment requirements, so as to enable them achieving job performance

**Study Hypotheses**

Based on the study problem questions, the researcher formulates the following hypotheses.

**Ho:** There is no significant impact of empowerment requirements (continuous training, effective communication, organizational trust, incentives and rewards, social support and working teams) at level ( $\alpha \leq 0.05$ ) on job performance in AL-Manaseer Group.

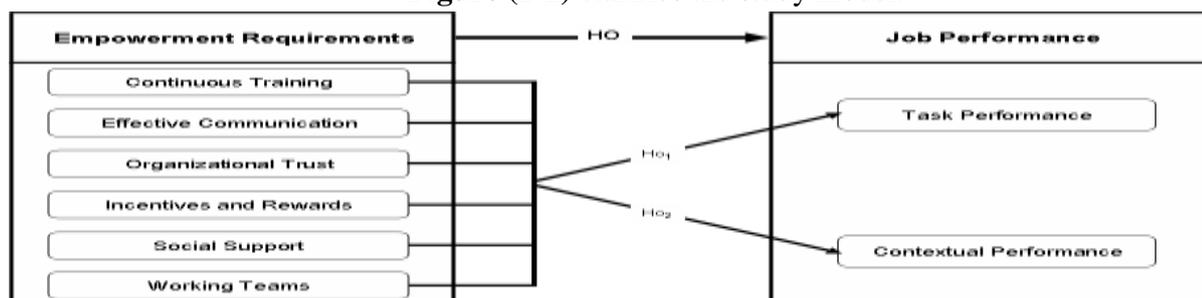
**Derived the following sub-hypotheses:**

**Ho<sub>1</sub>:** There is no significant impact of empowerment requirements (continuous training, effective communication, organizational trust, incentives and rewards, social support and working teams) at level ( $\alpha \leq 0.05$ ) on task performance in AL-Manaseer Group.

**Ho<sub>2</sub>:** There is no significant impact of empowerment requirements (continuous training, effective communication, organizational trust, incentives and rewards, social support and working teams) at level ( $\alpha \leq 0.05$ ) on contextual performance in AL-Manaseer Group.

**(1-6): Study Model**

Figure (1-1) clarifies the study model.



Source: developed by the researchers

Table (1 – 1): Model References

Study Variables	References Adaptation
<b>Empowerment Requirements (Independent Variable)</b>	
<input type="checkbox"/> Continuous Training	Al-Asoufi & Akhorshaideh (2017), Rostami, et al., (2015).
<input type="checkbox"/> Effective Communication	Roozitalab & Majidi (2017), Arslan & Zaman (2014).
<input type="checkbox"/> Organizational Trust	Roozitalab & Majidi (2017).
<input type="checkbox"/> Incentives and Rewards	Al-Asoufi & Akhorshaideh (2017), Roozitalab & Majidi (2017).
<input type="checkbox"/> Social Support	Arslan & Zaman (2014), Roozitalab & Majidi (2017).
<input type="checkbox"/> Working Teams	Arslan & Zaman (2014), Rostami, et al., (2015).
<b>Job Performance (Dependent Variable)</b>	
<input type="checkbox"/> Task Performance	Greenslade & Jimmieson (2007), Jankingthong & Rurkkhum (2012), Bursali, et al., (2014), Díaz-Vilela, et al., (2015).
<input type="checkbox"/> Contextual Performance	Greenslade & Jimmieson (2007), Jankingthong & Rurkkhum (2012), Bursali, et al., (2014), Díaz-Vilela, et al., (2015).

**Study Terminologies and Operational Definitions**

**Empowerment Requirements:** A steps that the organization management execute benefiting from the ideas, energies, and knowledge of its member employees (Al-Asoufi & Akhorshaideh, 2017).

Empowerment requirements: "A set of requirements that aim at instilling confidence in the employee and informing him of his importance in achieving the objectives of the AL-Manaseer Group and formulating its policies". It will be measured through continuous training, effective communication, organizational trust, incentives and rewards and social support.

**Continuous Training:** Continuous activity to provide the individual working in AL-Manaseer Group with the skills, experience and trends that make him fit for doing business.

**Effective Communication:** A planned process aimed at motivating individual working in AL-Manaseer Group and generating motivation to adopt attitudes and conduct new practices.

**Organizational Trust:** individual working in AL-Manaseer Group committed to general ethical standards.

**Incentives and Rewards:** Internal forces or latent forces that drive and motivate the individual working in AL-Manaseer Group to conduct their needs and relieve the tension associated with the lack of those needs.

**Social Support:** The sense of care and assistance from AL-Manaseer Group helps them to consider themselves a supportive social network.

**Working Teams:** The group of individual working in AL-Manaseer Group together to achieve specific and shared objectives.

**Job Performance:** The degrees to which the staffs of the organization fulfill the tasks entrusted to them and achieve the objectives pursued by their organizations (Greenslade & Jimmieson, 2007).

The operational definition of job performance in the current study was "**A set of responsibilities, activities and tasks assigned to individuals working in AL-Manaseer Group which should be carried out and completed to the fullest extent**". It will be measured through:

**Task Performance:** Behaviors that contribute directly to the, AL-Manaseer Group such as technical core which include those activities that are typically recognized as part of a workers job.

**Contextual Performance :** A set of individual efforts in AL-Manaseer Group that are not directly related to formal organizational functions because they constitute the psychological, social and organizational context that acts as an important catalyst for activities and operations related to tasks at.

### **Study Bounders**

The Possibility of the study deals with the following dimensions: -

**Human Limitations:** all individuals working in AL-Manaseer Group totaling (400) individuals.

**Place limitations:** AL-Manaseer Group.

**Time Limitations:** The time needed to study achievement at year 2018.

### **Study Delimitations**

The Arab studies dealing with the Empowerment Requirements are limited to the knowledge of the researcher, studies linking the Empowerment Requirements and Job Performance are limited to the knowledge of the researcher. And the time it took to gather data.

## Previous Studies

### Roozitalab & Majidi (2017) “**Factors Affecting On Improvement Employee Empowerment (Case Study: Saipa Corporation)**”

This study aims to “investigate the role of organizational support, leadership style, designing job and knowledge management in employees’ empowerment, as well as, to identify and explain factors affecting employees empowering in logistics unit of Saipa Company. The population includes (200) administrates, experts, technicians, foremen, workers and drivers of logistic unit in Saipa Company. The study sample consist of (127) Individual using census method”. The study results “reveal that perceived organizational support, job designing, transformational leadership and knowledge management are effective in employees’ empowerment improving. The study suggested that the “Employees should be encouraged to transfer their experiences and knowledge to others. The researcher benefited from this study in determining the empowerment requirements”.

### Al-Asoufi & Akhorshaidh (2017) “**The Impact of Employee Empowerment on the Success of Organizational Change: A Study in Privatized Enterprises in Jordan**”

The study aims to examining the Impact of employee empowerment (Continuous Training, Incentives and Rewards) on the success of organizational change, within the privatized enterprises in Jordan. The population included Electricity Distribution Company and Jordan Phosphate Mines Company. The study sample “included (143) individuals from the low and middle management position”. The study finding shows that the employee empowerment impact the success of organizational change. The study recommended that “the organization must to do more interest about the empowerment because of its positive impacts on human relations inside it through make way for employees to participate in the decision-making process, develop the employee skills, delegation of powers in consistent with their responsibilities”.

### Hirzel, et al., (2017) “**The role of employee empowerment in the implementation of continuous improvement: Evidence from a case study of a financial services provider**”

The study aims to reveal the role of employee empowerment (Power, Knowledge, information and reward) in the implementation of continuous improvement in a European financial services provider. The study sample included (780) participants. The results show that the employee empowerment has a significant role in the implementation of continuous improvement. The study recommended that the sustainable will be created through continuous improvement, as well as, the continuous improvement can be created through empowerment.

### Kim, et al., (2017) “**Employee empowerment and its contextual determinants and outcome for service workers: A cross-national study**”

The study aims to “explore the relationship between Employee empowerment (meaning, competence, Self-determination and impact), contextual determinants and outcome for service workers in New Zealand and South Korea. As well as, examines a moderating role of national differences between empowerment and its determinants and consequences”. The study sample consists of (303) service employees from restaurants in New Zealand and South Korea. The results of study showed “that employees who consider their schedule flexible are more likely to feel empowered and empowered workers are more likely to perform well in customer services”. As well as, schedule flexibility effect empowerment and the effect of empowerment on service

performance are more salient among South Korean employees than their New Zealand counterpart. The study recommended that “managers incorporate relevant contextual practices to promote empowerment, which ultimately enhances employees’ service performance”.

Razak, et al., (2017) “**The Relationship Between Psychological empowerment and Job Involvement**”

The study aims to explore the relationship between Psychological empowerment and Job Involvement in bank managers throughout Peninsular Malaysia. The study population covers all the conventional banks which had gone through the merging and acquisition process. The study sample included (151) branch manager and the head of department from the various bank located in Peninsular Malaysia. Results revealed that the psychological empowerment positively related with job involvement. The study recommended that when organization eliminates constraints that contribute to their feeling of powerlessness or helplessness the employees are motivated intrinsically.

Turky,S, (2017) “**Empowerment and its impact in technical innovation administrative: An analytical study In General Company for electrical Industries**”

The study aims to investigate the impact of Empowerment (Delegation of authority, Personnel training, Effective communication, Work teams and Motivating employees) in technical innovation Administrative in General Company for electrical Industries. The study sample included (55) managers in the various administrative levels poll at General Company for electrical Industries in Iraq. Results revealed that the Empowerment have a significant impact in technical innovation Administrative in General Company for electrical Industries at Iraq. The study recommended developing programs to train workers and provide all the necessary inputs for their implementation.

AL-Dulimi & AL- Redah, (2016) “**Role of the empowerment strategy in job performance Analytical exploratory study of the views of a sample of administrative leaders in the Directorate General of education holy province of Karbala**”.

The study aims to identify the Role of the empowerment strategy in job performance. The study sample included (77) senior administrative leaders, central and operational in the Directorate General of education holy city of Karbala. The results revealed there is significant relationship between empowerment strategy and job performance from the views of a sample of administrative leaders in the Directorate General of education holy province of Karbala. The study recommended searching for greater awareness of the importance of empowerment strategy.

Ukil, (2016) “**The Impact of Employee Empowerment on Employee Satisfaction and service Quality: Empirical Evidence from Financial Enterprises in Bangladesh**”.

This study aims to identify the impact of employee empowerment (Power, Knowledge, information, reward, meaning, competence, Self-determination and impact) on employee satisfaction and service quality. The population of the study is (20) Financial Enterprises. The sample were (240) Individual working private banks, leasing and insurance companies in Bangladesh. The study results show the employee empowerment has a significant impact Employee Satisfaction and service Quality. This study suggests that by empowering employees, an organization can increase the level of employee satisfaction that in consequence upturns service quality.

Yasothai, et al., (2015) **“A Study on the Impact of Empowerment on Employee Performance: The Mediating Role of Appraisal”**

The study aimed to examine the impact of empowerment (Power, Knowledge, information and rewards) on Employee performance, as well as, investigate the with the mediating role of performance appraisal in Seberang Prai, Penang, Malaysia. The study sample included (200) employees of manufacturing companies operating in Seberang Prai, Penang, Malaysia. the study show that the empowerment tools influence the employee’s performance. Meanwhile, the Performance Appraisal plays a mediating role of in the relationship between empowerment and employee performance. The study recommended including other states in Malaysia for future study.

Rostami, et al., (2015) **“The Relationship between Employees’ Empowerment with Job Performance at the Red Crescent Society of North Khorasan”**

This study aimed to investigate the relationship between employees’ empowerment (Continuous Training, Working Teams) and job performance at the Red Crescent Society of North Khorasan. The population included 110 employees of the Red Crescent Society of North Khorasan. The randomly sample selected of (86) individual. The results showed un significant relationship between employees’ empowerment and job performance. As well as, there is a significant relationship between consultation and participation of employees with job performance. The study recommended that managers should themselves involve in improvement and evolution programs. The researcher benefited from this study in determining the empowerment requirements.

Díaz,et.al. (2015) **“Relationships between Contextual and Task Performance and Interrater Agreement: Are There Any?”**

The study aimed to examine the “relationships between citizenship performance and task performance measures”. The total staff in a local government department were 135 public employees Participants,. To develop a performance appraisal of task description technique a questionnaire for each “(job family, with three versions: self-, supervisor-, and peer-evaluation)”, in addition to a measure of citizenship performance was used. Only when the self-appraisal bias is controlled, significant correlations appeared between task performance rates. The results of intra class correlations analyses showed that only “self- (contextual and task) performance measures are consistent, while interrater agreement disappears”. The researcher benefited from this study in determining performance indicators for job performance.

Bursalı, Bağc and Kök. (2014) **“The relationship between emotional labor and task/contextual/innovative job performance: A study with private banking employees in Denizli”**

This study aimed to investigate the relationships between “the emotional labor of private bank employees and their task, contextual and innovative job performances”. from various branches of a private bank in Denizli the sample individuals (N=135) choosed. The result shoed that the relationship between the task performance and surface acting was negative; the relationship between the innovative job performance and deep acting was positive; the relationship between the natural feelings and task performance, contextual performance and innovative job performance was positive. A natural emotions have a stronger relationship with the job

performance than the surface acting and deep acting, which are all sub-dimensions of emotional labor were recommended.

Arslan & Zaman (2014) “**Effect of Empowerment on Job Performance: A Study of Software Sector of Pakistan**”

The study aimed to clarify the effect of empowerment (Effective Communication, Social Support and Working Teams) on Job Performance at Software Sector of Pakistan. The population of this study is employees working on projects in Software Sector of Pakistan. The study sample included (55) registered software organizations with randomly method. The study reveals that the overall effect of structural and psychological empowerment on job performance is significantly positive. The study suggested that the more they have access to empowerment structures the more they perform well. Similarly employees with high perceptions of psychological empowerment also engender better performance. The researcher benefited from this study in determining the empowerment requirements.

Nzuve & Bakari (2012) study entitled: “**The Relationship between Empowerment and Performance in the city council of Nairobi**”

This study aimed to examine “the relationship between empowerment and performance. All the employees of the city council of Nairobi” was the population of the study. A (60) employees “4 from each of the 15 departments comprised the respondents who were selected randomly” as a sample unit. The results of study showed “that the employee empowerment score in the City Council of Nairobi indicate that the employees are empowered to a large extent, as well as, there is a very strong positive correlation between employee empowerment and performance of the City Council of Nairobi”.

Jankingthong and Rurkkhum (2012) study entitled: “**Factors affecting job performance: A review of literature**”.

This study aimed to investigate “existing literature and theory in order to initially construct a conceptual framework of SEM factors affecting job performance”. The results of the study showed that there is a significant effect of organizational justice, work engagement, and public service motivation (PSM) on job performance. Transformational leadership, however, has both direct and indirect effects toward job performance. The researcher benefited from this study in determining performance indicators for job performance.

## **Study Methodology**

### **Study Approach**

The research uses the descriptive-analytical approach to study its problem and test its hypotheses to achieve its objectives and importance. It provides information on the reality of the variables and the relationship between two variables, which helps to know the relationship between cause and effect and benefit from it. As well as, this study examine the impact of empowerment requirements on improving Job performance in AL-Manaseer Group.

### **Study Population**

The study population in the current study consists of all individuals working in AL-Manaseer Group totaling (400) individuals ([www.manaseergroup.com](http://www.manaseergroup.com))

### Sampling Unit

The study sampling unit consists of individuals working at three managerial level (Top, Middle, Low) in AL-Manaseer Group totaling (100) individuals. The researcher will investigate all individuals at three managerial levels. The sampling unit choosing proposed.

### Sources of data collection and information

The current study is based on two sources:

1. Secondary sources: The researcher sought in this aspect to analyze the content through the analysis of the opinions of the researchers who wrote in the field of study variables. The researcher in this side used books, journals, theses.
2. Primary source: In this aspect, the researcher resorted to the questionnaire as the main tool for the study, as it is the main technique in collecting the data for the phenomenon to be subjected to classification, treatment, testing, analysis and presentation.

The researcher used questionnaires to cover the dimensions of the study and its variables, which will be distributed to the selected sample members and collected after being filled by the respondents as follow:

**Part One:** Attributes of Personal and Occupational. A closed-ended question to collect information, through (5) attributes (Age; Gender; Years of Experience and Job Title).

**Part Two:** Empowerment requirements. This section was measured the Empowerment requirements by (6) dimensions (Continuous Training, Effective Communication, Organizational Trust, Incentives and Rewards, Social Support and Working Teams). The Continuous Training items number start from 1 to 7; Effective Communication items number start from 8 to 14; Organizational Trust items number start from 15 to 21; Incentives and Rewards items number start from 22 to 27; Social Support items number start from 28 to 34; Working Teams items number start from 35 to 40.

**part Three:** Job Performance. This part was examined the Job Performance through (2) dimensions (Task Performance and Contextual Performance). The Task Performance items number start from 41 to 45; Contextual Performance items number start from 46 to 50;

The extent of the response in the questionnaire according to the five Likert scale

<i>Strongly Agree</i>	<i>Agree</i>	<i>Neutral</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
5	4	3	2	1

### Statistical Treatment

Statistical Package for Social Sciences “SPSS Ver.22” were used for analyzing through: Percentage and Frequency, Means and Standard Deviation. Relative importance, Cronbach Alpha to test reliability. Kolmogorov-Smirnov to test Normality. Variance Inflation Factor and Tolerance to make sure that there are no Multicollinearity between independent variables. And Multiple Regression analysis to test the effect of empowerment requirements on job performance.

### Validity

The main survey was reviewed by (10) instructors PhD qualifications, from Business College at Amman Arab University and other universities. to ensure that the survey questions covered all dimensions of study variables. A few comments about recommended by them regarding different parts of questionnaire. All comments have been taken into consideration. The overall percentage of

respond is (100%), (see appendix “(1)”.

### Reliability

To measure the reliability of the scales, Cronbach’s alpha, was used. According to Sekaran & Bougie (2013) Reliability should be more than (0.70) to indicate adequate convergence or internal consistency. The Table (3-1) results are acceptable levels as suggested by Sekaran & Bougie (2013).

**Table (3-1)** Reliability of Questionnaires Dimensions

No.	Variable	No of items	Cronbach’s alpha Value
1	<b>Empowerment Requirements</b>	40	0.898
1-1	Continuous Training	7	0.715
1-2	Effective Communication	7	0.738
1-3	Organizational Trust	7	0.814
1-4	Incentives and Rewards	6	0.827
1-5	Social Support	7	0.812
1-6	Working Teams	6	0.833
2	<b>Job Performance</b>	10	0.857
2-1	Task Performance	5	0.817
2-2	Contextual Performance	5	0.797

### Normal Distribution of Study Variables

A Kolmogorov - Smirnov carry out by the researchers for verification of the study results.

**Table (3-2)** Normal Distribution of Study Variables

No.	Variable	Kolmogorov – Smirnov	Sig.*	Result
1	<b>Empowerment Requirements</b>	0.107	0.064	Follows a normal Distribution
1-1	Continuous Training	0.089	0.193	Follows a normal Distribution
1-2	Effective Communication	0.098	0.161	Follows a normal Distribution
1-3	Organizational Trust	0.092	0.186	Follows a normal Distribution
1-4	Incentives and Rewards	0.083	0.188	Follows a normal Distribution
1-5	Social Support	0.097	0.164	Follows a normal Distribution
1-6	Working Teams	.0940	0.163	Follows a normal Distribution
2	<b>Job Performance</b>	0.104	0.060	Follows a normal Distribution
2-1	Task Performance	0.109	.0670	Follows a normal Distribution
2-2	Contextual Performance	0.099	0.087	Follows a normal Distribution

Distribution is normal when the significance level ( $0.05 > \alpha$ ).

The table (3-2) results are greater than (0.05) which means that the distribution of all variables was normal.

### Hypotheses Test

#### Personal and Occupational Characteristics

The study sampling unit consists of individuals working at three managerial level (Top, Middle, Low) in AL-Manaseer Group totaling (100) individuals. A (100) questionnaires were distributed. (97) from (100) answered questionnaires were rescued, (1) were invalid.

**Table (4-1)** Personal and Occupational Characteristics of the sampling unit

Variable	Categorization	Frequency	Percent
<b>Age</b>	less than 30 Years	55	57.3
	From 30 – 34 Years	14	14.6
	From 35 – 39 Years	15	15.6
	From 40 – 44 Years	8	8.3
	From 45 – 49 Years	4	4.2
	50 Years or above	-	-
<b>Gender</b>	Male	55	57.3
	Female	41	42.7
<b>Qualification</b>	College Diploma	7	7.3
	BSc	65	67.7
	Master	21	21.9
	PhD	3	3.1
<b>Years of Experience</b>	Less than 5 Years	46	47.9
	From 5 – Less than 10 Years	25	26
	From 10 – Less than 15 Years	18	18.8
	15 Years or greater	7	7.3
<b>Job Title</b>	Manager	6	6.3
	Manager Assistant	7	7.3
	Director of Department	13	13.5
	Head of section	16	16.7
	Supervisor	18	18.8
	Employee	36	37.5

Tables (4-1) show the Personal and Occupational Characteristics of the sampling unit (Age; Gender; Qualification; Years of Experience and Job Title).

**1. Age:** It was found that (57.3%) from the study sampling unit less than 30 years, (14.6%) from the study sampling unit 30-34 Years, (15.6%) from the study sampling unit ages between the of 35 to 39 years, (8.3%) from the study sampling unit ages between the of 40 to 44 years. Finally, (4.2%) from the study sampling unit were aged from 45-49 years.

These indicates the high concentration in AL-Manaseer Group on the human youth

**2. Gender:** It was found that (57.3%) were male, while (42.7%) of the respondents were females.

This reflects the fact that the study sampling unit surveyed is male.

**3. Qualification:** It was found that (7.3%) of respondents had College Diploma, while (67.7%) of respondents had bachelor's degrees, (21.9%) of respondents had a master's degree. Finally, Respondents with PhD degree as a whole (3.1%).

This evidence of the high Qualification levels in AL-Manaseer Group.

**4. Years of Experience:** The previous table showed that (47.9%) of respondents had experience less than 5 years, (26%) of respondents had experience 5 to less than 10 years, (18.8%) of respondents had experience 10 to less than 15 years. Finally, (7.3%) of respondents had experience 15 years or greater.

This reflects the precise nature of the work in AL-Manaseer Group, which require high levels of expertise,

**5. Job Title:** Descriptive analysis of the Job Title in the table (4-1) shows that the (6.3%) from the study sampling unit were manager, (7.3%) from the study sampling unit were manager assistant, (13.5%) from the study sampling unit were Director of Department, (16.7%) from the study sampling unit were Head of section, (18.8%) from the study sampling unit were Supervisor. Finally, (37.5%) from the study sampling unit were Employee.

### Descriptive Analysis of Study Variables

#### *Empowerment Requirements*

To analyze the independent variable (empowerment requirements) with dimensions the researchers used the mean, standard deviation, item importance and importance level as follows.

Table (4-2) shows the results of the means and standard deviations from the dimensions of empowerment requirements. The means of the dimensions of empowerment requirements ranged between (3.105) and (3.388) with a total mean of (3.261) on the fifth Likert scale indicating the Medium level of empowerment requirements. The highest mean for the Incentives and Rewards dimension with mean (3.388), Standard deviation (0.573). As well as, the lowest mean for the Organizational Trust dimension with mean (3.105), Standard deviation (0.579). Also the table shows the low dispersion in the responses of the study sample members on the dimensions of empowerment requirements, which reflects the convergence of the views of the members of the study sample on the level of dimensions of empowerment requirements. The table also indicates a convergence in the values of the means. In general, the level of empowerment requirements from the study sample view was Medium.

**Table (4-2) Mean, SD, item importance and importance level of Empowerment Requirements**

No.	Empowerment Requirements	Mean	St.D	Item importance	Importance level
1	Continuous Training	3.324	.7970	2	Medium
2	Effective Communication	3.221	.5080	5	Medium
3	Organizational Trust	3.105	.5790	6	Medium
4	Incentives and Rewards	3.388	.5730	1	Medium
5	Social Support	3.275	.5550	3	Medium
6	Working Teams	3.274	.5750	4	Medium
Average mean and standard deviation		3.261	-	-	Medium

The following are the means and standard deviations of each dimension of empowerment requirements in the AL-Manaseer Group, in order of importance, as follows:

#### *Incentives and Rewards*

Table (4-3) results showed the significance level of Incentives and Rewards, where the mean results for these variable ranges between (3.312 - 3.458) associated with average mean amount of (3.387). The highest mean for the "The rewards in our company are distributed rightfully" with mean (3.458), Standard deviation (0.845). The lowest mean was for the "Employees in our company satisfied with the quality/quantity of the rewards" with mean (3.312) and Standard deviation (0.656). In general, it appears that the Importance level of Incentives and Rewards in AL-Manaseer Group from the study sample of Analysis viewpoint was Medium.

**Table (4-3) Mean, SD, item importance and importance level of Incentives and Rewards**

No.	Incentives and Rewards	Mean	St.D	Item importance	Importance level
22	The rewards in our company are distributed rightfully	3.458	0.845	1	Medium
23	The rewards in our company match my work effort	3.427	0.777	2	Medium
24	Employees in our company ready to increase their work efforts in order to gain the rewards	3.427	0.804	2	Medium
25	Employees in our company work more as a team in order to gain the rewards	3.322	0.746	5	Medium
26	Rewards in our company motivate Employees to perform well in their job	3.375	0.849	4	Medium
27	Employees in our company satisfied with the quality/quantity of the rewards	3.312	0.656	6	Medium
Average mean and standard deviation		3.387	-	-	Medium

**Continuous Training**

Table (4-3) results showed the importance level of Continuous Training, where the mean for these variable ranges between (3.135 - 3.552) compared with General mean amount of (3.279). The highest mean for the "Our company requires all employees to participate in specialized training programs to develop them" with mean (3.552), Standard deviation (0.982). The lowest mean was for the "Our company continuously evaluates its training programs" with mean (3.135) and Standard deviation (0.889). In general, it appears that the Importance level of Continuous Training in AL-Manaseer Group from the study sample of Analysis viewpoint was Medium.

**Table (4-4) Mean, SD, item importance and importance level of Continuous Training**

No	Continuous Training	Mean	St.D	Item importance	Importance level
1	Our company requires all employees to participate in specialized training programs to develop them	3.552	0.982	1	Medium
2	Our company relies on continuous training programs for employee development	3.385	0.886	2	Medium
3	Continuous training programs in our company's aim to continuously improve employee skills	3.270	0.900	3	Medium
4	The continuous training programs approved by our company are consistent with the philosophy of Total Quality Management	3.260	0.931	4	Medium
5	Our company defines training needs according to scientific method	3.208	0.869	5	Medium
6	Our company continuously seeks to develop training programs	3.145	0.858	6	Medium
7	Our company continuously evaluates its training programs	3.135	0.889	7	Medium
Average mean and standard deviation		3.279	-	-	Medium

### Social Support

Table (4-5) results showed the significance level of Social Support, where the mean results for these variable ranges between (3.041 - 3.447) associated with average mean amount of (3.275). The highest mean for the "Our company is interested in providing all the needs of the workers" with mean (3.447), Standard deviation (0.916). The lowest mean was for the "Our company emphasizes to participate in thinking to solve any problem experienced by employees" with mean (3.041) and Standard deviation (0.766). In general, it appears that the Importance level of Social Support in AL-Manaseer Group from the study sample of Analysis viewpoint was Medium.

Table (4-5) Mean, SD, item importance and importance level of Social Support

No.	Social Support	Mean	St.D	Item importance	Importance level
28	Our company is interested in providing all the needs of the workers	3.447	0.916	1	Medium
29	Our company supports the strengthening of social relations between its employees	3.437	0.765	2	Medium
30	Our company supports contact with others	3.343	0.818	3	Medium
31	Our company supports its employees when making decisions	3.291	0.793	4	Medium
32	Our company advises its staff to avoid mistakes	3.229	0.801	5	Medium
33	Our company emphasizes to participate in thinking to solve any problem experienced by employees	3.041	0.766	7	Medium
34	Our company provides employees with the ideas and information they need	3.135	0.802	6	Medium
Average mean and standard deviation		3.275	-	-	Medium

### Working Teams

Table (4-6) results showed the significance level of Working Teams, where the mean results for these variable ranges between (3.229 - 3.302) associated with average are greater than (0.05) ge mean amount of (3.274). The highest mean for the "All Working Teams members in our company have full freedom to express opinions and propose problems solving" with mean (3.302), Standard deviation (0.782). The lowest mean was for the "All the Working Teams efforts in our company unite to solve problems" with mean (3.229) and Standard deviation (0.760). In general, it appears that the Importance level of Working Teams in AL-Manaseer Group from the study sample of Analysis viewpoint was Medium.

**Table (4-6) Mean, SD, item importance and importance level of Working Teams**

No.	Working Teams	Mean	St.D	Item importance	Importance level
35	Working Teams in our company rely on each other to solve problems and develop means to achieve objectives	3.239	0.777	5	Medium
36	Working Teams in our company provide support to each other to achieve objectives	3.291	0.806	2	Medium
37	All members of the Working Teams in our company work with enthusiasm to achieve the company objectives	3.291	0.738	2	Medium
38	Working Teams in our company have a desire to take responsibility for the team's performance	3.291	0.806	2	Medium
39	All the Working Teams efforts in our company unite to solve problems	3.229	0.760	6	Medium
40	All Working Teams members in our company have full freedom to express opinions and propose problems solving	3.302	0.782	1	Medium
Average mean and standard deviation		3.274	-	-	Medium

### Communication

Table (4-7) results showed the significance level of Communication, where the mean results for these variable ranges between (3.052 - 3.364) associated with average mean amount of (3.221). The highest mean for the "Managers in our company deliver clear messages to employees about matters relating to work" with mean (3.364), Standard deviation (0.847). The lowest mean was for the "Managers in our company asks for feedback from the employees about the quality of information they receive" with mean (3.052) and Standard deviation (0.862). In general, it appears that the Importance level of Communication in AL-Manaseer Group from the study sample of Analysis viewpoint was Medium.

**Table (4-7) Mean, SD, item importance and importance level of Communication**

No.	Communication	Mean	St.D	Item importance	Importance level
8	Managers in our company deliver clear messages to employees about matters relating to work	3.364	0.847	1	Medium
9	Managers in our company use various communication methods to clarify his ideas	3.322	0.732	2	Medium
10	Written information in our company are provided to employees in an easy manner to understand	3.239	0.764	4	Medium
11	Delivery information process to employees is considered quick and clear	3.260	0.743	3	Medium
12	Managers in our company takes the employee's opinion before making decisions	3.156	0.943	5	Medium

No.	Communication	Mean	St.D	Item importance	Importance level
13	Managers in our company asks for feedback from the employees about the quality of information they receive	3.052	0.862	7	Medium
14	Managers in our company conduct regular meetings to discuss the employees achievements	3.156	0.785	5	Medium
average mean and standard deviation		3.221	-	-	Medium

### Organizational Trust

Table (4-8) results showed the significance level of Organizational Trust, where the mean results for these variable ranges between (3.041 - 3.156) associated with average mean amount of (3.105). The highest mean for the "Employees in our company trust the promises provided by managers" with mean (3.156), Standard deviation (0.862). The lowest mean was for the "Whenever the manager makes decision in our company, he consider the decision's impact on employees" with mean (3.041) and Standard deviation (0.780). In general, it appears that the Importance level of Organizational Trust in AL-Manaseer Group from the study sample of Analysis viewpoint was Medium.

**Table (4-8) Mean, SD, item importance and importance level of Organizational Trust**

No.	Organizational Trust	Mean	St.D	Item importance	Importance level
15	Our company treats employees fairly and without discrimination	3.156	0.932	1	Medium
16	Managers in our company takes the opinions of employees into account when making decisions	3.145	0.870	3	Medium
17	Employees in our company feel very confident about their manager skills and abilities	3.083	0.776	5	Medium
18	Employees in our company trust the promises provided by managers	3.156	0.862	1	Medium
19	Employees in our company trust the decisions taken by managers	3.062	0.843	6	Medium
20	Managers appreciate employees who perform their tasks	3.093	0.821	4	Medium
21	Whenever the manager makes decision in our company, he consider the decision's impact on employees	3.041	0.780	7	Medium
Average mean and standard deviation		3.105	-	-	Medium

### Job Performance

To analyze the dependent variable (Job Performance) with dimensions the researchers used the mean, standard deviation, item significance level as follows.

Table (4-9) shows the results of the means and standard deviations from the dimensions of Job Performance. The means of the dimensions of Job Performance ranged between (3.245) and (3.329) with a total mean of (3.287) on the fifth Likert scale indicating the Medium level of Job

Performance. The highest mean for the Task Performance dimension with mean (3.329), Standard deviation (0.568). As well as, the lowest mean for the Contextual Performance dimension with mean (3.245), Standard deviation (0.574). Also the table shows the low dispersion in the responses of the study sample members on the dimensions of Job Performance, which reflects the convergence of the views of the members of the study sample on the level of dimensions of Job Performance. The table also indicates a convergence in the values of the means. In general, the level of Job Performance from the study sample view was Medium.

**Table (4-9) Mean, SD, item importance and importance level of Job Performance**

No.	Job Performance	Mean	St.D	Item importance	Importance level
1	<b>Task Performance</b>	3.328	0.568	1	Medium
2	<b>Contextual Performance</b>	3.245	0.574	2	Medium
Average mean and standard deviation		3.287	-	-	Medium

The following are the means and standard deviations of each dimension of Job Performance in the AL-Manaseer Group, in order of importance, as follows:

#### **Task Performance**

Table (4-10) results showed the significance level of Task Performance, where the mean results for these variable ranges between (3.227 - 3.520) associated with Average mean results amount of (3.328). The highest mean for the "Employees perform their functional task according to the criteria set by the company" with mean (3.520), Standard deviation (0.794). The lowest mean was for the "Employees perform their work in accordance with the company's business regulations and laws" with mean (3.227) and Standard deviation (0.746). In general, it appears that the Importance level of Task Performance in AL-Manaseer Group from the study sample of Analysis viewpoint was Medium.

**Table (4-10) Mean, SD, item importance and importance level of Task Performance**

No .	Task Performance	Mean	St.D	Item importance	Importance level
41	Employees perform their functional task according to the criteria set by the company	3.520	0.794	1	Medium
42	Employees Spend Sufficient effort to accomplish their work on time	3.375	0.619	2	Medium
43	Employees perform their work efficiently and effectively	3.229	0.774	4	Medium
44	Employees have skill to solve everyday business problems	3.291	0.793	3	Medium
45	Employees perform their work in accordance with the company's business regulations and laws	3.227	0.746	5	Medium
Average mean and standard deviation		3.32	-	-	Medium

### Contextual Performance

Table (4-11) results showed the significance level of Contextual Performance, where the mean results for these variable ranges between (3.093 - 3.333) associated with average mean results amount of (3.245). The highest mean for the "The beliefs and ideas of employees at the company contribute to improving their job performance" with mean (3.333), Standard deviation (0.829). The lowest mean was for the "Sanctions system at our company contributes to the improvement of the employees' job performance" with mean (3.093) and Standard deviation (0.740). In general, it appears that the Importance level of Contextual Performance in AL-Manaseer Group from the study sample of Analysis viewpoint was Medium.

**Table (4-11) Mean, SD, item importance and importance level of Contextual Performance**

No.	Contextual Performance	Mean	St.D	Item importance	Importance level
46	The beliefs and ideas of employees at the company contribute to improving their job performance	3.333	0.829	1	Medium
47	The company's policies and procedures contribute to completion of the business efficiently and effectively	3.312	0.715	2	Medium
48	The regulations and laws at the company contribute to the development of the job performance	3.250	0.820	3	Medium
49	Our company is interested to the suggestions submitted by the subordinates related to quality of the job performance	3.239	0.750	4	Medium
50	Sanctions system at our company contributes to the improvement of the employees' job performance	3.093	0.740	5	Medium
General mean and standard deviation		3.245	-	-	Medium

### Analysis adequacy of the data to test the study hypotheses

A Variance Inflation Factor (VIF) conducted in order to ensure the adequacy of the data for the assumptions regression analysis, Table (4-12) results are greater than (0.05).which indicate that there is no high correlation between the independent variables Were also ensure that the data follow the normal distribution calculates the skewness coefficient, as the data follow a normal distribution if the value of skewness coefficient is less than ( $\pm 1$ ). Table (4-12) shows the results of these tests.

**Table (4-12) Results of Variance Inflation Factor, Tolerance and skewness coefficient**

No.	Independent Variables	VIF	Tolerance	skewness
4	Incentives and Rewards	1.829	0.547	0.036
1	Continuous Training	1.386	0.721	- 0.903
5	Social Support	2.016	0.496	0.172
6	Working Teams	1.746	0.573	0.169
2	Effective Communication	1.615	0.619	0.236
3	Organizational Trust	1.633	0.613	- 0.161

Table (4-12) results showed that the values of Variance Inflation Factor of the dimensions (1.829; 1.386; 2.016; 1.746; 1.615 & 1.633) are less than (10) ,which means that there is no

Multicollinearity between the independent variables. Values of Tolerance are between (0.496 - 0.721) which is greater than (0.05). This indicate that there is no Multicollinearity between the independent variables; also the researcher calculates the Skewness coefficient values were less than ( $\pm 1$ ), to be sure that the data follow a normal distribution

### Hypotheses Test

**Ho:** There is no significant impact of empowerment requirements (continuous training, effective communication, organizational trust, incentives and rewards, social support and working teams) at level ( $\alpha \leq 0.05$ ) on job performance in AL-Manaseer Group.

Multiple regression analysis was used to test the impact of empowerment requirements (continuous training, effective communication, organizational trust, incentives and rewards, social support and working teams) on job performance in AL-Manaseer Group. As shown in Table (4-13).

**Table (4-13) Multiple regression analysis to ensure the impact of empowerment requirements on job**

Model	(R)	(R <sup>2</sup> )	Adjusted (R <sup>2</sup> )
1	0.654	0.427	0.389

Table (4-13) result shows the impact of empowerment requirements (continuous training, effective communication, organizational trust, incentives and rewards, social support and working teams) on job performance in AL-Manaseer Group. The regression model achieve a high degree of fit, as reflected by “R” and “R<sup>2</sup>” value (0.654) , (0.427), which asserted that (0.427) of the explained variation in job performance in AL-Manaseer Group can be accounted for empowerment requirements (Continuous training, effective communication, incentives and rewards and working teams).

Table (4-14) results shows that the analysis of variance of the fitted regression equation is significant with F value of (11.067). This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level.

**Table (4-14) Analysis of Variance to ensure the impact of empowerment requirements on job performance**

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	10.283	6	1.714	11.067	0.000
	Residual	13.782	89	0.155		
	Total	24.065	95			

Table (4-15) results showed the executive data set indicated the slope value of (0.668) ; (0.425) ; (0.241) and (0.282) for the regression line. This suggested that for a one unit increase in empowerment requirements (Continuous training, effective communication, incentives and rewards and working teams) can significantly predict a of (0.668) ; (0.425) ; (0.241) and (0.282) increase in job performance in AL-Manaseer Group. The results also indicate that empowerment requirements (Continuous training, effective communication, incentives and rewards and working teams) has an impact on job performance in AL-Manaseer Group with a coefficient of (0.668) ; (0.425) ; (0.241) and (0.282). As well as, the results show the Organizational Trust (0.051) and Social Support (-0.048) was not significant impact on job performance in AL-Manaseer Group.

Thus, empowerment requirements (Continuous training, effective communication, incentives and rewards and working teams) actually impact on job performance in AL-Manaseer Group. This further supported the first hypothesis:

There is a significant impact of empowerment requirements (continuous training, effective communication, incentives and rewards, working teams) at level ( $\alpha \leq 0.05$ ) on job performance in AL-Manaseer Group.

**Table (4-15) coefficient to impact of empowerment requirements on job performance**

Independent Variable		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	Constant	1.077	0.324		3.328	0.001
	Continuous Training	0.662	0.067	0.668	8.397	0.000
	Effective Communication	0.422	0.074	.4250	5.064	0.000
	Organizational Trust	0.048	0.101	0.051	1.044	0.297
	Incentives and Rewards	0.238	0.095	0.241	3.981	0.000
	Social Support	-0.046	0.103	-0.048	-1.111	0.267
	Working Teams	0.279	0.083	0.282	4.249	0.000

To ensure the impact of empowerment requirements (continuous training, effective communication, organizational trust, incentives and rewards, social support and working teams) on every dimension of job performance, the researcher divided the main hypothesis in to tow sub hypotheses, as follows.

**H<sub>01</sub>:** There is no significant impact of empowerment requirements (continuous training, effective communication, organizational trust, incentives and rewards, social support and working teams) at level ( $\alpha \leq 0.05$ ) on task performance in AL-Manaseer Group.

A multiple regression analysis used to test the impact of empowerment requirements (continuous training, effective communication, organizational trust, incentives and rewards, social support and working teams) on task performance in AL-Manaseer Group. As shown in Table (4-16).

**Table (4-16) Multiple regression analysis to ensure the impact of empowerment requirements on task performance**

Model	(R)	(R <sup>2</sup> )	Adjusted (R <sup>2</sup> )
1	0.533	0.284	0.235

Table (4-16) shows the impact of empowerment requirements (continuous training, effective communication, organizational trust, incentives and rewards, social support and working teams) on task performance in AL-Manaseer Group. The regression model achieve a high degree of fit, as reflected by “R” and “R<sup>2</sup>” value (0.654) , (0.427), which asserted that (0.427) of the explained variation in task performance in AL-Manaseer Group can be accounted for empowerment requirements (Continuous training, effective communication, incentives and rewards and working teams).

Table (4-17) results showed that the analysis of variance of the fitted regression equation is significant with F value of (11.067). This is an indication that the model is a good one. Since the p-

value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level.

**Table (4-17) Analysis of Variance to ensure the impact of empowerment requirements on task performance**

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	8.711	6	1.452	5.872	0.000
	Residual	22.007	89	.2470		
	Total	30.718	95			

On the other hand, Table (4-18) for the executive data set indicated the slope value of (0.502) ; (0.446) ; (0.270) and (0.250) for the regression line. This suggested that for a one unit increase in empowerment requirements (Continuous training, effective communication, incentives and rewards and working teams) can significantly predict a of (0.502) ; (0.446) ; (0.270) and (0.250) increase in task performance in AL-Manaseer Group. The results also indicate that empowerment requirements (Continuous training, effective communication, incentives and rewards and working teams) has an impact on task performance in AL-Manaseer Group with a coefficient of (0.502); (0.446); (0.270) and (0.250). As well as, the results show the Organizational Trust (0.141) and Social Support (-0.122) was not significant impact on task performance in AL-Manaseer Group.

Thus, empowerment requirements (Continuous training, effective communication, incentives and rewards and working teams) actually impact on task performance in AL-Manaseer Group. This further supported the first sub hypothesis:

There is a significant impact of empowerment requirements (continuous training, effective communication, incentives and rewards, working teams) at level ( $\alpha \leq 0.05$ ) on task performance in AL-Manaseer Group.

**Table (4-18) Coefficient to impact of empowerment requirements on task performance**

Independent Variable		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	Constant	1.210	0.409		2.959	0.004
	Continuous Training	0.493	0.084	0.502	6.631	0.000
	Effective Communication	0.441	0.081	.4460	6.277	0.000
	Organizational Trust	0.136	0.113	0.141	1.371	0.174
	Incentives and Rewards	0.267	0.096	0.270	4.815	0.000
	Social Support	- 0.117	0.130	- 0.122	- 1.068	0.189
	Working Teams	0.247	0.098	0.250	3.249	0.001

**Ho<sub>2</sub>:** There is no significant impact of empowerment requirements (continuous training, effective communication, organizational trust, incentives and rewards, social support and working teams) at level ( $\alpha \leq 0.05$ ) on contextual performance in AL-Manaseer Group.

A multiple regression analysis used to test the impact of empowerment requirements (continuous training, effective communication, organizational trust, incentives and rewards, social support and working teams) on contextual performance in AL-Manaseer Group. As shown in Table (4-19).

Table (4-19) shows the impact of empowerment requirements (continuous training, effective communication, organizational trust, incentives and rewards, social support and working teams) on

contextual performance in AL-Manaseer Group. The regression model achieve a high degree of fit, as reflected by “R” and “R<sup>2</sup>” value (0.664) , (0.442), which asserted that (0.442) of the explained variation in contextual performance in AL-Manaseer Group can be accounted for empowerment requirements (Continuous training, effective communication, incentives and rewards and working teams).

**Table (4-19) Multiple regression analysis to ensure the impact of empowerment requirements on contextual performance**

Model	(R)	(R <sup>2</sup> )	Adjusted (R <sup>2</sup> )
1	0.664	0.442	0.404

Table (4-19) shows the impact of empowerment requirements (continuous training, effective communication, organizational trust, incentives and rewards, social support and working teams) on contextual performance in AL-Manaseer Group. The regression model achieve a high degree of fit, as reflected by “R” and “R<sup>2</sup>” value (0.664) , (0.442), which asserted that (0.442) of the explained variation in contextual performance in AL-Manaseer Group can be accounted for empowerment requirements (Continuous training, effective communication, incentives and rewards and working teams). Table (4-20) results showed that the analysis of variance of the fitted regression equation is significant with F value of (11.727). This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level.

**Table (4-20) Analysis of Variance to ensure the impact of empowerment requirements on contextual performance**

Model	Sum of Squares	df	Mean Square	F	Sig	
1	Regression	13.828	6	2.305	11.727	0.000
	Residual	17.491	89	.1970		
	Total	31.318	95			

On the other hand, Table (4-21) for the executive data set indicated the slope value of (0.498) ; (0.293) ; (0.266) ; (0.551) and (0.227) for the regression line. This suggested that for a one unit increase in empowerment requirements (Continuous training, effective communication, Organizational Trust, incentives and rewards and Social Support) can significantly predict a of (0.498) ; (0.293) ; (0.266) ; (0.551) and (0.227) increase in contextual performance in AL-Manaseer Group. The results also indicate that empowerment requirements (Continuous training, effective communication, Organizational Trust, incentives and rewards and Social Support) has an impact on contextual performance in AL-Manaseer Group with a coefficient of (0.498); (0.293); (0.266) ; (0.551) and (0.227). As well as, the results show the Working Teams (0.082) was not significant impact on contextual performance in AL-Manaseer Group.

Thus, empowerment requirements (Continuous training, effective communication, Organizational Trust, incentives and rewards and Social Support) actually impact on contextual performance in AL-Manaseer Group. This further supported the second sub hypothesis:

There is a significant impact of empowerment requirements (Continuous training, effective communication, Organizational Trust, incentives and rewards and Social Support) at level ( $\alpha \leq 0.05$ ) on contextual performance in AL-Manaseer Group.

**Table (4-21) Coefficient to impact of empowerment requirements on contextual performance**

Independent Variable		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	Constant	0.944	0.365		2.590	0.011
	Continuous Training	0.495	0.075	0.498	6.259	0.000
	Effective Communication	0.291	0.093	0.293	3.246	0.009
	Organizational Trust	0.224	0.098	0.266	2.627	0.010
	Incentives and Rewards	0.549	0.069	0.551	5.141	0.000
	Social Support	0.223	0.099	0.227	2.022	0.046
	Working Teams	0.081	0.104	0.082	0.784	0.435

### Conclusions

This study raised a number of questions, and developed hypotheses related to the study variables. The study results answered the study questions and came up with the following conclusions.

1. Empowerment requirements impact the job performance in AL-Manaseer Group. These results agree with Arslan & Zaman (2014) study result that indicated the overall effect of structural and psychological empowerment on job performance is significantly positive.
2. Empowerment requirements impact the task performance in AL-Manaseer Group. These results agree with Nzuve & Bakari (2012) study result that revealed the employee empowerment score in the City Council of Nairobi indicate that the employees are empowered to a large extent, as well as, there is a very strong positive correlation between employee empowerment and performance of the City Council of Nairobi. In addition, *agreed* with Rostami, et al., (2015) study result that showed un significant relationship between employees' empowerment and job performance. As well as, there is a significant relationship between consultation and participation of employees with job performance.
3. Empowerment requirements impact the contextual performance in AL-Manaseer Group. These results agree with Kim, et al., (2017) study result that revealed the impact of schedule flexibility on empowerment and the impact of empowerment on service performance are more salient among South Korean employees than their New Zealand counterpart.
4. Organizational Trust and Social Support did not impact the job performance in AL-Manaseer Group. This result differs with the Roozitalab & Majidi (2017) study result that revealed Organizational Trust and Social Support factors Improvement Employee Empowerment.
5. Organizational Trust and Social Support did not impact the task performance in AL-Manaseer Group. This result differs with the Roozitalab & Majidi (2017) study result that revealed Organizational Trust and Social Support Factors Improvement Employee Empowerment.
6. Working Teams did not impact the contextual performance in AL-Manaseer Group This result differs with the Rostami, et al., (2015) study result that revealed the Working Teams have a significant impact on contextual performance.

## Recommendations

Based on the results of the study, the researcher suggests the following recommendations:

1. Giving greater scope to the employees in AL-Manaseer Group to bear the mistakes that concern their work without reference to the administration to obtain the approval and consideration of the workers as experts in their field and that they will complete the work properly and without the orientation of the first time.
2. Increasing the awareness of the employees in AL-Manaseer Group of the importance of the role of the team in the work and sense of belonging, which increases their commitment to the tasks assigned to the team through the courses and training programs, increase awareness of the culture of the team and the dissemination of the AL-Manaseer Group rituals and standards, increasing the willingness of people working to play a role in the team.
3. Reviewing the system of incentives and rewards in AL-Manaseer Group in parallel to the efforts exerted in the work, which leads to the motivation of workers more and perseverance work and feel the workers in the spirit of ownership and justice.
4. Informing the employees in AL-Manaseer Group of the senior management of the AL-Manaseer Group mission and objectives, in order to ensure the clarity of their vision and work in accordance with the vision of senior management.
5. Increasing the AL-Manaseer Group awareness of the necessity and importance of implementing the empowering strategy in a broader manner according to a strategic plan.
6. Emphasizes on the increase trust in employees ability to participate the in AL-Manaseer Group decisions taken

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