

Organizational Agility as a Strategic Determinant of Administrative Empowerment: A Case Analysis of Abha Maternity and Children Hospital

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ABSTRACT

Organizations aspiring for sustainable performance seek efficiency, adaptability, and innovation in the rapidly changing sector of modern operations. Organizational agility enables organizations to promptly address internal and external challenges. Advancing administrative empowerment in healthcare organizations is crucial for enhancing service excellence and operational performance. Our research examined organizational agility's role in enabling administrative empowerment in Abha Maternity and Children's Hospital. It focused on illustrating the exhibition of agility in boosting the effectiveness of management, stimulating workers' motivation, and improving service delivery at large in a turbulent healthcare environment. We used a descriptive analytical design, wherein a structured questionnaire was administered among 50 staff of Abha Maternity and Children Hospital. The questionnaire assessed important aspects of administrative empowerment, such as authority, training, motivation, communication, and teamwork. The data gathered were then utilized to ascertain the institution's strengths and weaknesses as well as its empowerment status. The findings showed a moderate level of administration empowerment. Collaboration was the strongest area, while training and motivation were the weakest. Additionally, there was partial centralization of decision-making processes and improper communication channels, which hindered effective empowerment and responsiveness. Organizational agility, as indicated by the results, is crucial in boosting organizational empowerment by enabling adaptability, stimulating creativity, and promoting balanced decision-making processes. To reinforce empowerment, the health facility must implement a full development plan with appropriate training programs, fair incentive schemes, improved communication systems, and enhanced delegation of authority. Evolution of these areas is sure to attain sustainable success and durability in the healthcare industry.

Keywords: organizational agility, administrative empowerment

In modern-day organizational settings, organizational efficiency and sustainable development remain among the key targets that organizations strive to achieve, especially in response to pressures from emerging markets. To meet such aspirations, the question of administrative empowerment has emerged as a key strategy for improving organizational effectiveness and employee satisfaction. As such, administrative empowerment is perceived as a key strategy for organizational efficiency reinforcement as well as sustainable development, especially in the case of new economies. This concept involves the delegation of power and granting of decision-making authority to employees, a process that can significantly improve organizational effectiveness as well as employee satisfaction. In new markets, the ability for responsive flexibility, as well as strategic adaptability, becomes essential. Administrative empowerment promotes such adaptability by enabling organizations to interact with the dynamics of the markets more effectively, thereby enhancing operational effectiveness as well as competence in the market. In the case of the Jordanian Social Security Corporation, an organization with a key role in matching social protection and economic stability, the use of administrative empowerment is imperative in improving service delivery as well as organizational effectiveness (Alkhawaldah et al., 2024). The ability to do two things at once in an organization is an important resource that helps businesses find ways to stay alive and thrive. This ability is achieved through the implementation of various organizational strategies

that were devised to attain strategic intentions as well as to realize a competitive advantage. Organizations with high ambidexterity aim to balance exploration and exploitation activities while also seeking new strategies for such balancing to persist (Marie & Alshaher, 2022). Therefore, the current study attempted to examine the role of organizational ambidexterity in achieving administrative empowerment in Abha Maternity and Children's Hospital. It measured the organizational ability to accept adaptability and respond swiftly to administration and organizational change. Furthermore, it examined the influence of such adaptability on employee empowerment, participation in decision-making activities, accountability, and improvement in administrative performance, with each of these contributing much to enhanced effectiveness and quality of healthcare service provided.

Previous studies revealed an increased concern about the topic of administrative empowerment and its diverse aspects, given their significant contribution to enhancing the administration's performance, boosting organizational effectiveness in educational, healthcare, and service organizations. Alkaser's study (2021) examined the experience of implementing administrative empowerment in Shaqra University with five main aspects: delegation of authority, teamwork, training, motivation, and proper communication. Findings reveal a significant statistical relationship between implementing these aspects and the ability of the institutions to tackle organizational issues. The study highlights the importance of empowering female leaders with more authority to drive autonomy and encourage proper information sharing.

Research has shown that structural empowerment influences clinical nurses' innovative behavior. Structural empowerment was framed as the access to necessary resources, information, assistance, and opportunities that help in efficient performance by the nurses. The study outcome indicates that structural empowerment had a positive relationship with innovative behaviors such as the improvement of problem-solving skills. Additionally, perceived decent work defined as the extent to which the environment that the nurses experience is fair, respectful, as well as supportive, partially mediated this relationship to mean that such beliefs reinforce the empowerment-innovation relationship. The researchers advised measures such as ensuring openness in communication, promoting involvement in decision-making activities, as well as giving recognition to help ensure empowerment, subsequently enhancing innovation as well as the quality of care (Wang et al., 2024).

Lu et al. (2025) examined the correlation between empowering and the innovative behavior of clinical nurses, utilizing data from 676 hospital nurses. Their study revealed that creativity is both directly and indirectly influenced by the empowerment of head nurses, with enhancements in organizational atmosphere and professional autonomy. Specifically, empowered nursing leaders were found to foster a positive working environment that supports the morale of the workers as well as motivate them to be innovative. Such empowerment had a cascade effect, where the enhanced leadership improved the organizational environment, leading to increased professional autonomy and, consequently, enhanced innovation among the team members. The study highlighted the significance of leadership empowerment as both a source of innovation and a driver of sustained organizational improvement in the field of health care.

In Egypt, Abdelhalem Abdelatti et al. (2022) examined the relationship between innovation work behavior and workplace empowerment among university hospital staff nurses based on a sample of 166 nurses from the medical units as well as the critical care units. The results show a statistically significant positive relationship between innovation and empowerment. Nurses with high decision-making opportunities and education, as well as information access, exhibited a high likelihood of proposing improvement as well as employing creative clinical practice strategies. The research, however, determined medium levels of empowerment in general, citing potential to enhance the levels, especially in professional development as well as communication. The research therefore inspired the administrators of the health facilities to design as well as deploy specific policies as well as training programs to advance empowerment, ultimately enhancing innovation within hospital facilities.

Research has shown that administrative empowerment has an impact on workforce commitment. Administrative empowerment comprised delegation, motivation, decision-participation, as well as effective communication between the workforce and the manager. The study outcomes indicate that empowerment significantly enhanced workforce commitment to adopting Total Quality Management (TQM) values and achieving performance measures. In particular, personnel with greater authority and recognition showed higher levels of responsibility as well as motivation to practice quality improvement activities. The study found that empowerment practices proved to be effective tools to enhance workforce involvement, improvement in service quality, as well as long-term organizational development within the health care context (Salama et al., 2022).

Research has proven that administrative empowerment has a positive effect on organizational performance. A study conducted by Asiri and Sharqi (2020) addressed the role of administrative empowerment, covering knowledge sharing, decentralization of authority for decisions, and work groups, on organizational performance in King Abdul-Aziz Hospital in Makkah, Saudi Arabia. A staff survey of 330 participants showed unanimous agreement that these aspects of empowerment enhanced efficiency, satisfaction, and overall performance, and their mean scores ranged between 3.43 and 3.71. Differences in response were noted for experience, education level, and country of origin but none for gender. The research results indicate that administrative empowerment engenders a better work environment and the elimination of redundancies in decisions. It advocates for the continuation of the practices, additional facilitation of information access, and the intensification of team responsibility for increased efficiency. The research is limited to a single hospital

and demands further research for the purpose of validating the results in the other Saudi health-care organizations (Asiri & Sharqi, 2020).

Previous studies have explored the concept of organizational ambidexterity from diverse perspectives, all underscoring the crucial role of its two main dimensions—exploration and exploitation—in enhancing organizational performance and achieving a competitive edge. The study by Clauss et al. (2021) kindled this discussion by studying the dynamics of organizational adaptability and competitive advantage, specifically by analyzing the impact of ambidexterity within the balance between exploration and exploitation, and strategic agility on medium-sized industrial engineering firms in Germany's performance. The findings support that strong emphasis on exploration substantially strengthens the competitive advantage, although exploitation, as a solo actor, was not found to exert a significant direct influence on performance. However, when combined with strategic agility, exploitation exerted a positive influence on organizational performance in general. The study advanced the development of organizational competencies that create rapid renewal as well as adaptability to environmental change in managing the natural tension between exploration and exploitation. Elsewhere, Alawneh and Al-Zoubi (2022) explored the role of strategic orientation in social responsibility from the perspective of organizational ambidexterity in service ministries in Jordan, utilizing a machine learning-oriented analytical framework. Their study revealed that ambidexterity is a mediating mechanism between strategic orientation and social responsibility, highlighting its role as a reconciling mechanism for public organizations between internal performance and societal obligations.

Based on the same conceptual framework, Latukha et al. (2022) studied the talent management, organizational ambidexterity, and organizational performance of Russian firms. Their results support that talent management efforts of attracting, developing, and retaining employees affect both exploration and exploitation positively. Additionally, they established that ambidexterity, specifically exploration, mediates the association between talent management and organizational performance. It was revealed in the study that human potential development is a key driver of achieving organizational ambidexterity and corporate performance in general. Recently, Cheah and Tan (2024) analyzed the connection among external knowledge sources, organizational ambidexterity, and manufacturing performance based on the knowledge-based view and dynamic capabilities lenses. Their findings indicate that the assimilation of external knowledge substantially enhances ambidexterity, such that it mediates the connection between external knowledge and manufacturing performance. Their study also underscores the need for investment in organizational capabilities for enabling external learning and innovation, thus improving the combination of exploration and exploitation in dynamic industrial contexts.

Therefore, previous works conceptualize organizational ambidexterity as the ability of an organization to achieve balance between two key dimensions—exploration and exploitation—that form the foundation of this concept. On the one hand, research suggests that exploration involves seeking new opportunities and ideas, promoting innovation, and introducing nonconventional methods to ensure repeated renewal and development. On the other hand, exploitation involves the best use of available knowledge and resources, improving operating efficiency, and increasing productivity in securing stable and sustainable performance.

As per the research indicated in the present study, experts constantly validate that organizational success depends on balancing exploitation and exploration. Excessive emphasis on one dimension results in organizational inflexibility or, conversely, strategic drift. Consequently, organizational ambidexterity emerges when combining these two factors, developing an environment for stimulating innovation and renewal in one case, as well as efficiency and sustainability in the other case.

Our research results align organizational agility (exploration and exploitation) with administrative empowerment, developing understudied Saudi health-care theory and supplying an analytical framework refracting flexibility into efficiency. In practice, it provides Abha Maternity and Children's Hospital with decision-ready indicators and effective mechanisms—training, motivation, delegation, teamwork—increasing agility and personnel competence. It also functions as a reference model for other Saudi hospitals in pursuit of balancing flexibility and stability to achieve sustainability and high-caliber care.

We aimed to explore the relationship between organizational ambidexterity and administrative empowerment in the health-care industry of Saudi Arabia. Unlike prior research that was more or less theoretical, our study provides an empirical field study illustrating how employee empowerment is enhanced by ambidexterity in Abha Maternity and Children Hospital, thus contributing meaningful insights from a key public healthcare facility.

This study's results make an academic contribution by developing a practical model that links organizational ambidexterity to administrative empowerment in the Saudi health-care sector, an area that has received little attention in previous research. Our results broaden the understanding of ambidexterity by framing it as a tool for empowerment rather than just strategic outcomes. The study was conducted at Abha Maternity and Children Hospital, highlighting the strengths and weaknesses of empowerment practices in a real-world organizational setting. It provides empirical indicators of empowerment that can be used to connect with organizational agility, serving as a bridge between conceptual models and real-world applications, and assisting Saudi Arabia in transitioning to more agile and empowered management systems.

Method

The descriptive research methodology was used in this study because it was the most suitable for achieving its aims, all of which relate to explaining the current status and degree of administrative empowerment in the healthcare occupational environment. Field research was conducted in Abha Maternity and Children's Hospital. An exploratory study was conducted with 50 individuals from different administration levels in the hospital in order to gather observations and viewpoints about customs of administrative empowerment. Data were collected through direct observation, informal interviews, and a scrutiny of internal administration records related to the topic of study.

The data were analyzed qualitatively based on descriptive analysis, for the purpose of evaluating the level of practice of the key features of administrative empowerment, (e.g., delegation, training, motivation, effective communication, and teamwork), as well as for achieving practical knowledge that could assist in enhancing the effectiveness of the administration and organizational agility in the hospital.

Results

Hospitals belong to the organizations that warrant the greatest extent of organizational and administrative effectiveness because of the highly sensitive character of their activities, with direct impacts on the life and health of human beings. Administrative empowerment is perceived as a modern management technique formulated with the aim of boosting the effectiveness of employees as well as service delivery through increased delegation of decision-making power to employees, the issuance of necessary training and backup, and the encouragement of initiative as well as teamwork. Despite the growing importance of administrative empowerment in health-care settings, observations from the ground as well as preliminary reports from Abha Maternity and Children's Hospital suggest a range of impediments to empowerment practice effectiveness. These include limited employee participation in decision-making, inefficient channels of communication among administrative tiers, unequal measures of motivation and training, and the centralization of power in top management ranks with no proper delegation to middle or ground leadership. The importance of studying this question lies in the direct linkage with improving administrative performance and service effectiveness of the health-care kind being offered in the hospital. Therefore, the main research inquiry for the study is as follows:

How far does administrative empowerment, in all its aspects—i.e., delegation, training, motivation, effective communication, and teamwork—assist in rendering improved administrative performance in the case of the Abha Maternity and Children Hospital?

Before the main site observation, an exploratory study was conducted in Abha Maternity and Children's Hospital to assess the degree of administrative empowerment among hospital employees and gain some early indications of potential problems or shortcomings in the implementation of such a concept. To achieve such an assessment, a ten-question questionnaire was devised that would capture the following five key facets of administrative empowerment: delegation, training, motivation, effective communication, and teamwork, by using a five-point Likert scale to capture the degrees of agreement from the respondents.

The initial findings revealed that the combined mean score of administration empowerment was 3.25, implying a moderate level of empowerment in the hospital environment. Close observation of the individual items revealed considerable divergence in the different facets of empowerment, with some exhibiting a fairly positive perspective, while some of them highlighted areas in need of improvement. This data is shown in Table 1.

Table 1

Table 1. Exploratory Study Results on Administrative Empowerment at Abha Maternity and Children Hospital (N = 50).

No.	Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Mean	Total Agreement (%)
1	I am granted clear authority to make decisions within the scope of my work.	5 (10%)	8 (16%)	13 (26%)	17 (34%)	7 (14%)	3.3	50%
2	I receive regular training that develops my skills in line with my job duties.	10 (20%)	13 (26%)	15 (30%)	10 (20%)	2 (4%)	2.6	25%
3	Communication channels between me and the administration are open and clear.	8 (16%)	10 (20%)	15 (30%)	12 (24%)	5 (10%)	2.9	35%
4	I am encouraged, financially or morally, when I perform my work with quality.	13 (26%)	10 (20%)	13 (26%)	9 (18%)	5 (10%)	2.7	30%

5	I work within a cooperative team where roles and responsibilities are clearly defined.	5 (10%)	8 (16%)	10 (20%)	17 (34%)	10 (20%)	3.4	55%
6	Important decisions remain centralized at higher levels without delegation to middle management.	2 (4%)	5 (10%)	10 (20%)	18 (36%)	15 (30%)	3.8	65%
7	Training opportunities are insufficient and do not meet actual job needs.	5 (10%)	10 (20%)	13 (26%)	15 (30%)	7 (14%)	3.2	45%
8	Communication between departments is delayed or unclear, affecting workflow.	5 (10%)	8 (16%)	10 (20%)	15 (30%)	12 (24%)	3.5	55%
9	I do not feel that my efforts are sufficiently recognized or rewarded.	3 (6%)	5 (10%)	13 (26%)	17 (34%)	12 (24%)	3.7	60%
10	Tasks are assigned to individuals without fair distribution among team members.	5 (10%)	8 (16%)	13 (26%)	15 (30%)	9 (18%)	3.4	50%

The findings of the statements with respect to items in delegation of authority reveal that delegation of authority is conducted at a rather satisfying rate, as shown by a 50% total agreement and a mean value of 3.3. It follows that some amount of decision-making power is transferred to employees, but in a restricted manner. On the other hand, the aspect of training exhibited the weakest performance, with a mean of 2.6 and an agreement of 25%, illustrating a significant lack of training and professional development activities, which could adversely affect the preparedness and productivity of technical and administrative personnel.

Regarding appropriate communication, the outcomes demonstrate a 35% agreement with a mean of 2.9, hence implying that communication channels with management must be enhanced in such a way that information flow is facilitated more appropriately. Likewise, the factor of motivation was low in satisfaction terms, with a mean of 2.7, implying inefficiencies in financial as well as moral appraisal systems utilized in the hospital.

Nevertheless, the teamwork dimension showed a fairly strong score with an agreement of 55% and a mean value of 3.4. It suggests that teamwork among the various work teams in the hospital is present, but further structuring of roles and responsibilities is still called for.

The reverse-coded items—those where the stress is laid on the negative aspects of empowerment (i.e., centralized decision-making, restricted interdepartmental communication, and absence of motivation)—revealed fairly high levels of agreement, suggesting that some employees hold pessimistic views regarding common administration practices. The level of agreement for these items was between 50% and 65%, highlighting chronic administration issues, especially delegation of authority in practical terms, proper splitting of responsibilities, and recognition of employee efforts.

The findings indicate that the exploratory results unveil a moderate level of administrative empowerment in Abha Maternity and Children's Hospital, with some positive features, such as teamwork and some flexibility in delegation, while some weaknesses in terms of training, motivation, and communication are also traceable. These findings indicate the need for conducting the main study to further examine the basic reasons behind such variance and to determine the means by which administrative empowerment could be enhanced for improving the organizational performance of the hospital.

Discussion

The results of the exploratory research in Abha Maternity and Children's Hospital reveal that the degree of administrative empowerment as a whole was moderate (mean = 3.25). There was also a significant gap that was observed among the five empowerment aspects. This shift necessitates the application of some improvement strategies for further strengthening the empowerment practice implementation in the facility.

First, the findings indicate a critical deficiency in the aspect of training. It is thus advisable to create a rigorous training plan that is founded on a critical evaluation of employees' true needs. The training modes should also vary (practical, online, and experience-based methods) to ensure the acquisition of both administration and technical competence in concert with the needs of a modern health-care setting. Training initiatives should also pertain to performance appraisal to engender employees' active involvement in their own development and professional growth.

Second, in terms of administrative motivation, the findings unveiled discontent with the existing structures of incentives. The research suggests re-examination and fine-tuning of the current material and moral policy of incentives in order to make it fair, transparent, and consistent with performance excellence and innovation. Furthermore, implementing a "Distinguished Employee Program" and appreciating distinctive efforts through

certificates or symbolic advantages could also further boost employees' sense of belonging and loyalty to the institution.

Third, as the results highlighted the need for improving channels of communication between multiple tiers of administration, it is best to adopt effective internal communication measures based on an open and expeditious flow of information—such as regular meetings and in-house communication networks—to build faith and encourage frank communication among management and workers.

Fourth, in terms of the delegation of power, the findings reveal moderate delegation, hence the importance of widening the range of authority being bestowed on middle management and supervisory positions. This broadening would also run parallel with precise delineation of responsibilities and systems of accountability, which would result in quicker decision-making, less red tape, and more employee initiative.

Fifth, it was revealed that collaboration is conducted at a rather positive level. Hence, we advise further development of this facet by stimulating a teamwork-oriented culture, forming workgroups in a departmental manner, and stimulating cooperation and integration of departments with the aim of developing productivity while minimizing barriers to organizational communication.

Finally, the paper suggests the need for the adoption of a longitudinal assessment system for improving administrative empowerment based on particular performance indicators such as employee involvement in decision-making processes, job satisfaction measures, and conformity with development and motivation policies, to monitor progressive development in real time. It is also suggested that a stepwise empowerment program in conformity within the operating environment of the hospital should be embraced, with each step based on apparent development discerned through periodic reviews.

The suggested solutions for promoting administrative empowerment can be illustrated as follows:

- The training and administrative development department must enhance administrative and technical training by developing an annual training strategy based on needs analysis and scheduling workshops and online training sessions. Their effectiveness would be assessed through the number of implemented courses, the rate of participation, and training evaluation reports.
- The human resources department must develop the financial and moral rewards system by re-examining present policies, introducing a “Distinguished Employee Program,” and announcing clear criteria for praising performance, with main indicators being employee satisfaction, the number of rewards awarded, and retention rates.

The communication department, in collaboration with the IT department, must design communication channels through a virtual inner platform and periodic interdepartmental meetings, assessed by the number of meetings conducted, speed of response, and effectiveness of communication. Meanwhile, top management and the monitoring and evaluation unit must broaden administrative delegation by delineating middle management limits of authority and utilizing a system of monitoring delegated decisions, assessed by the number of decisions delegated, the time required for decision-making, and middle management satisfaction. The head of departments and human resources must promote teamwork by forming teams from different departments and assigning tasks together. They can measure this by looking at team participation rates, how well they work together, and how well they cooperate. Finally, the quality and administrative development department must introduce a system of continuous evaluation of administrative empowerment by developing concrete criteria for performance and semiannual assessment, measured by the results of the assessment and the annual improvement of empowerment indicators.

Conclusion and Limitations

Our study highlights the critical importance of organizational agility, particularly its exploration and exploitation aspects, for enhancing administrative empowerment within the Saudi health-care sector. It formulates an exhaustive analytical framework that connects organizational dynamism with the effectiveness of managers. Transplanted to the case of Abha Maternity and Children's Hospital, the findings transform theoretical lenses into practical tools (such as selective training, rewards structure, delegation of authority, and collaboration) that fortify both leadership and staff capabilities while enhancing service standards, all the while judiciously balancing procedure-oriented dynamism with organizational solidity. Additionally, the formulated framework serves as a prototype for similar Saudi entities, thus promoting sustainable, patient-oriented results.

The results are limited by the use of a single institution, which may not generalize well to broader health-care settings in the Kingdom. Additionally, if a cross-sectional design is used, it would not allow for definitive causal inferences about the relationship between agility and empowerment; therefore, longitudinal or quasi-experimental designs are recommended to better understand the dynamics over time. Use of questionnaires based on self-reports could lead to common-method bias despite efforts for procedure protection. Measurement of exploration and exploitation could fail to capture unit-level differences appropriately. Unused contextual factors potentially impacting observed relations, specifically organizational or regulative environment, digitization maturity, and workforce, must be handled in a systematic way during future research.

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