The Impact of Administrative Empowerment on Decision-Making at the Yemen Oil Company

**[1]Ayman Abdulmalek Galaem,[2] Ahmed Mohamed Nasser,
[3] Ali Abdullah Al-Awadi, [4]Fuad Mansoor Al-Ward**

[1]Inclusive Development Research Center, Sana'a University, Yemen
[2]Public Administration Center, Sana'a University, Yemen
[3]Public Administration Center, Sana'a University, Yemen
[4]Researcher of Translation, English Language, Sana'a University,
Sana'a, Yemen.orcid.org/0000-0003-1946-4123
Corresponding Author: **Ayman Abdulmalek Galaem**
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Abstract:

This study aimed to examine the impact of administrative empowerment, with its dimensions of participation, training, and teamwork, on decision-making within the Yemen Oil Company. To achieve its objectives, the study employed a descriptive-analytical approach. Data were collected from participants using a questionnaire comprising 37 items, which was administered to a random sample of 236 employees drawn from a total study population of 695. The study yielded several key findings. Most notably, the analysis results indicated that administrative empowerment was perceived to be at a high level, and the level of decision-making within the Yemen Oil Company was also high. Furthermore, the results demonstrated a significant positive impact of administrative empowerment on enhancing decision-making.The primary recommendations include placing greater emphasis on the dimensions of administrative empowerment: namely, participation, training, and teamwork, which influence the decision-making process. It is also recommended to grant employees greater trust and autonomy in their roles, foster a culture that accepts the concept of administrative empowerment, and continuously develop work methods and procedures to enhance overall performance. Finally, the study recommends increasing the focus on applying systematic steps in decision-making to ensure its effectiveness, as well as conducting ongoing studies to evaluate the outcomes of decisions and verify their efficacy.

Keywords: *Administrative Empowerment, Decision-Making, Yemen Oil Company.*

Introduction

The success of contemporary organizations is contingent upon their ability to achieve their objectives. This, in turn, is primarily dependent on the efficiency of their human capital, the most powerful and irreplaceable resource for any organization. Consequently, organizations strive to retain and invest in this resource to ensure their continuity and strengthen their competitive position. This is achieved by adopting optimal strategies designed to hone employee capabilities and leverage their potential. This necessity has given rise to the implementation of modern administrative approaches that emphasize human relations and foster trust among employees, such as administrative empowerment (Al-Sulaiman, 2023, pp. 446-447).

Administrative empowerment is a cornerstone of organizational success and a key differentiator, acting as the driving force that channels employee behaviors toward achieving productivity and excellence. This is especially critical for "smart organizations" in today's globalized and competitive landscape. Because individual motivation stems from satisfying personal needs and desires, administrative empowerment serves as the fundamental catalyst, positively influencing functional behavior and the organization's capacity for continuity, development, and innovation (Al-Tamimi, 2004).

Therefore, administrative empowerment is considered a modern administrative method that enables employees to exercise full authority and assume their job responsibilities. Furthermore, it is a fundamental pillar of an organization's strategy for addressing various challenges and developments. Organizations also adopt the concept of functional empowerment, which is primarily based on mutual trust between management and employees. This is achieved by motivating and involving employees in decision-making, building relationships and communication channels, and transcending traditional organizational boundaries. This places employees in a position of responsibility for their decisions and allows them to participate in decision-making with senior management (Al-Remaihi, 2011).

The decision-making process is the starting point for all activities within an organization, as well as its interactions with the external environment. Its importance has grown due to the significant developments organizations face, which have led to more complex and diversified activities and more intricate administrative challenges. This has made it essential to develop and improve decision-making methods to address these problems and find sound and effective solutions (Kanaan, 2009).

The concept of empowerment centers on fostering trust between management and employees, motivating them through involvement in decision-making, and dismantling internal administrative and hierarchical barriers.

Study Problem and Research Questions

An analysis of the current situation at the Yemen Oil Company (2024) revealed poor performance, characterized by a weak capacity for decision-making due to inadequate training, a lack of professional development, and a shortage of specialized, highly-experienced personnel. This issue is corroborated by several studies. Al-Subai(2018), Al-Khatib (2023), and Al-Khatib (2025) found a decline in institutional performance, delays in transaction completion, lengthy procedures, high administrative costs, and a lack of timely information, all of which directly impact the decision-making process.

In contrast, research by Shalabi and Al-Shayadi (2024) confirmed that administrative empowerment positively influences decision-making in government organizations, a finding supported by Hassan (2021), who demonstrated its role in rationalizing administrative decisions. This gap between the problem and a potential solution prompted the current study. It aims to contribute to the understanding of the effect of administrative empowerment on decision-making within the specific context of the Yemen Oil Company. Therefore, the research problem is framed by the following main question:

What is the effect of administrative empowerment on decision-making in the Yemeni Oil Company?

This main question is further broken down into the following sub-questions:

1. What is the extent of administrative empowerment implemented in the Yemeni Oil Company?
2. What is the status of decision-making in the Yemeni Oil Company?

Study Hypotheses

Main Hypothesis:

Administrative empowerment, through its dimensions of participation, training, and teamwork, has a statistically significant impact on decision-making at the Yemeni Oil Company.

The main hypothesis is divided into the following three sub-hypotheses:

1. There is a statistically significant effect of the participation dimension on all elements of decision-making at the Yemeni Oil Company.
2. There is a statistically significant effect of the training dimension on all elements of decision-making at the Yemeni Oil Company.
3. There is a statistically significant effect of the teamwork dimension on all elements of decision-making at the Yemeni Oil Company.

Study Objectives

This study seeks to examine the impact of administrative empowerment across all its dimensions on decision-making within the Yemeni Oil Company. This primary objective is addressed through the following specific aims:

1. To assess the implementation of administrative empowerment at the Yemeni Oil Company.
2. To evaluate the practices of decision-making at the Yemeni Oil Company.

Significance of the Study

This study holds significant value for its contributions to both academic knowledge and organizational practice. It seeks to enrich the existing body of literature on administrative empowerment and decision-making, offering a contemporary analysis for researchers and practitioners in the field. Furthermore, this research aims to demonstrate to the leadership of the General Administration at the Yemeni Oil Company the critical importance of administrative empowerment and its effect on decision-making processes. Ultimately, the study will deliver concrete findings and recommendations to guide the enhancement of decision-making through the application of administrative empowerment principles.

Conceptual Framework

The administrative empowerment dimensions are adapted from Shalabi and Al-Shayadi(2024), Hassan (2021), Abdul-Al et al. (2020), and Al-Hassan (2019). Similarly, the decision-making dimensions are adapted from Al-Husseini (2024), Mohammed and Matar (2022), and Al-Mahfadi (2019). These dimensions are depicted in the conceptual model below:
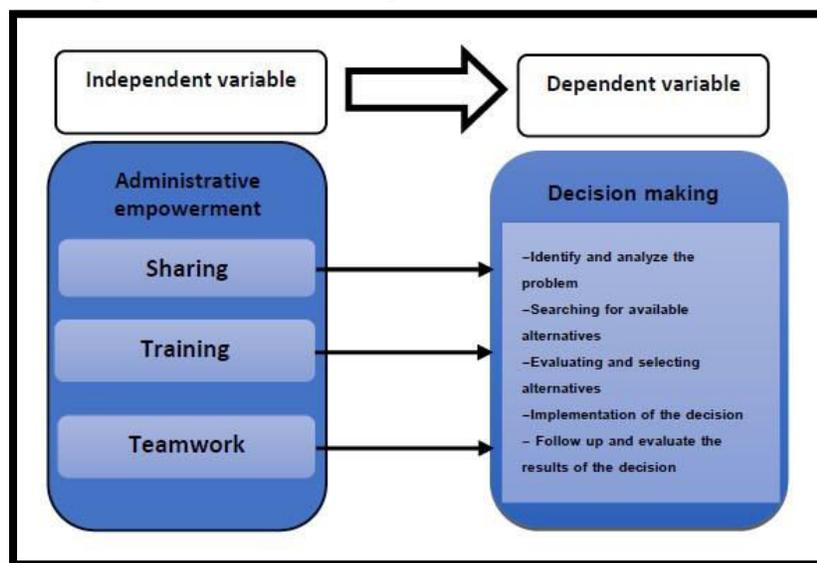

Figure 1: The cognitive model of the study.

Scope of the Study

- Thematic Scope: To examine the importance of administrative empowerment and its key dimensions participation, training, and teamwork, in the decision-making process at the Yemen Oil Company.
- Spatial Scope: The study was conducted at the General Administration of the Yemen Oil Company, located in Sana'a, Republic of Yemen.
- Temporal Scope: The study covers the period from 2024 to 2025.

Terms of the Study:

- Administrative Empowerment: Drawing on the work of Brown and Harvey (2006, p. 241), who define administrative empowerment as a strategy to unlock individual potential and involve them in organizational processes, this study operationalizes the concept as empowering employees at the Yemen Oil Company to participate in decisions. This is achieved by enhancing their capabilities through training, fostering teamwork via a supportive environment, and providing adequate resources to achieve organizational goals.
- Decision-Making: Wahshi (2017, p. 15) defined it as: "an administrative process that entails selecting the best alternative to solve a particular problem through several stages: identifying the problem, gathering sufficient information about it, identifying and evaluating alternatives, and ultimately, making the decision."

  For this study, the researchers operationally define decision-making as: the process of selecting the most suitable alternative from among the available options to implement a decision and achieve its intended objectives at the Yemeni Oil Company, undertaken through a series of systematic and sequential steps.

Theoretical Framework and Literature Review

I. Previous Studies

A substantial body of literature exists on the subjects of administrative empowerment and decision-making. The following section highlights several key studies in this field:

The study by Shalabi and Al-Shayadi (2024) aimed to examine the effect of administrative empowerment on the rationalization of decision-making in governmental organizations. Specifically, it was an applied study conducted at the Ministry of Endowments and Religious Affairs in the Sultanate of Oman. The study employed a quantitative approach, and data were collected using a questionnaire. A simple random sample of (10) employees was selected for the

research. The study concluded that administrative empowerment affects the rationalization of decision-making within governmental organizations.

Al-Husseini (2024) investigated the influence of effective Management Information Systems (MIS) on enhancing decision-making within Oman's higher education institutions. Using a descriptive-analytical approach, the researchers collected data from a sample of 268 administrative staff members. The findings indicated that these institutions heavily depend on MIS for decision-making, employing it to implement strategies for identifying problems and finding solutions.

Mohammed and Matar (2022) investigated the influence of Decision Support System (DSS) output quality on the decision-making process at Al-Batana University, Sudan. Employing a descriptive-analytical methodology, the researchers collected data from a sample of 107 employees using a questionnaire. The findings revealed a statistically significant relationship between the quality of DSS outputs and the identification of problems.

Hassan's study (2021) aimed to identify the role of administrative empowerment in rationalizing administrative decision-making within Palestinian private institutions. The study employed a descriptive-analytical approach, and data were collected using a questionnaire distributed to a sample of 183 employees. The study concluded that the senior management of Palestinian private institutions supports administrative empowerment by motivating employees, sharing relevant information, and encouraging continuous training programs. Furthermore, it was found that administrative empowerment plays a direct role in the rationalization of administrative decisions.

Abdul-Al et al. (2020) investigated the role of administrative empowerment dimensions in enhancing the decision-making process at Menoufia University, Egypt. Employing a descriptive-analytical methodology, the researchers gathered data from a random sample of 45 university administrators via a questionnaire. The findings revealed a statistically significant correlation between the empowerment dimensions and the decision-making process.

Al-Mahfadi'sstudy (2019) aimed to identify the role of information systems in the administrative decision-making process at the Road Maintenance Fund in the Republic of Yemen. The study utilized a descriptive-analytical approach, and data were collected using a questionnaire distributed to a sample of 100 individuals. The study concluded that there is a lack of adherence to a scientific methodology in the decision-making process at the Fund, specifically in following the established stages: problem identification, identifying alternatives, evaluating alternatives, selecting the most suitable alternative, and implementing and following up on the chosen alternative.

Al-Hassan (2019) investigated administrative empowerment and its connection to participation in decision-making among female school principals in the Al-Baha region, Saudi Arabia. Using a descriptive survey and correlation methodology, the research was conducted as a comprehensive census of the entire population, which consisted of 248 individuals. The findings revealed that both administrative empowerment and participation in decision-making were perceived to be at a moderate level by the principals.

Islam (2018) investigated the influence of Management Information Systems (MIS) on organizational decision-making in Bangladesh. Using a descriptive-analytical approach based on a comprehensive literature review, the research found that MIS is pivotal to the decision-making process. It facilitates this by providing essential information, enabling situational analysis, identifying problems, and offering decision support.

Fly (2017) investigated the impact of Management Information Systems (MIS) on the effectiveness of administrative decision-making in the Greater Irbid Municipality. Employing a descriptive-analytical methodology, the researcher gathered data via personal interviews. The findings revealed a relationship between MIS usage and decision-making effectiveness, concluding that enhancements to MIS directly impact the effectiveness of administrative decisions.

The study by Psoinos and Smithson (2002), titled "Employee Empowerment in Manufacturing: a study of organization in the UK," aimed to analyze administrative empowerment among employees in British industrial companies. Data were collected through questionnaires and personal interviews, and the study included a random sample of 500 employees working in 17 selected companies. The study concluded that granting employees broader authority to act to solve work-related problems led, whether intentionally or unintentionally, to their empowerment.

Commentary on Previous Studies

The previous studies were instrumental in shaping the theoretical framework of this research. Their reference lists provided direction to relevant sources, and an examination of their methodologies and data collection tools offered valuable insights. A key distinguishing feature of this study is that it is the first of its kind to investigate this topic within the Yemeni Oil Company (to the best of the researchers' knowledge).

II. Theoretical Framework

Administrative Empowerment

The concept of administrative empowerment has been defined in numerous ways, reflecting the diverse perspectives of researchers and writers, their varying academic backgrounds, and the comprehensive scope of the term. Some of the most prominent definitions are as follows:

Brown and Harvey (2006, p. 241) defined it as: "a contemporary strategy that aims to unleash the latent potential of individuals within the organization and to involve them in shaping its future vision, based on the premise that organizational success depends on the alignment of individual needs with the organization's vision and goals."According to Schermerhornet al. (1997, p. 56), empowerment is: "the process of managers enabling employees with the skills and authority necessary to make decisions that impact their own roles and responsibilities."

Similarly, Kanoon (2005, p. 5) views empowerment as: "the process of management involving employees, delegating authority to them, and granting them the power to make decisions and capitalize on opportunities."Jalab (2011, p. 447) defines empowerment as: "an approach for transferring information-based power and decision-making authority from higher to lower organizational levels, contingent upon first ensuring that these employees possess all the capabilities and resources necessary to engage competently and effectively with the organization's assets and resources."Gad Al-Rab (2012, p. 518) considered empowerment as: "a potent initiative undertaken by organizational leaders that involves granting employees greater authority in performing their work, contingent upon the employees' commitment to using this authority effectively, ultimately leading to superior outcomes for both the employees and the organization."

Based on the preceding definitions, it is evident that a consensus exists among researchers and writers that administrative empowerment is the process of granting employees authority and responsibility, fostering teamwork, involving them in work-related decisions, and providing them with specialized training and professional development.

For this study, the researchers define administrative empowerment as: granting employees the authority to execute their work, encouraging their participation in decision-making, providing the necessary resources for their tasks, and honing their expertise through continuous training.

Significance of Administrative Empowerment

The significance of implementing empowerment lies in its potential to generate positive outcomes that contribute to organizational success. As illustrated in Figure 2, and in alignment with the framework proposed by Mulhem (2006, p. 128), these expected results are categorized into three distinct levels:
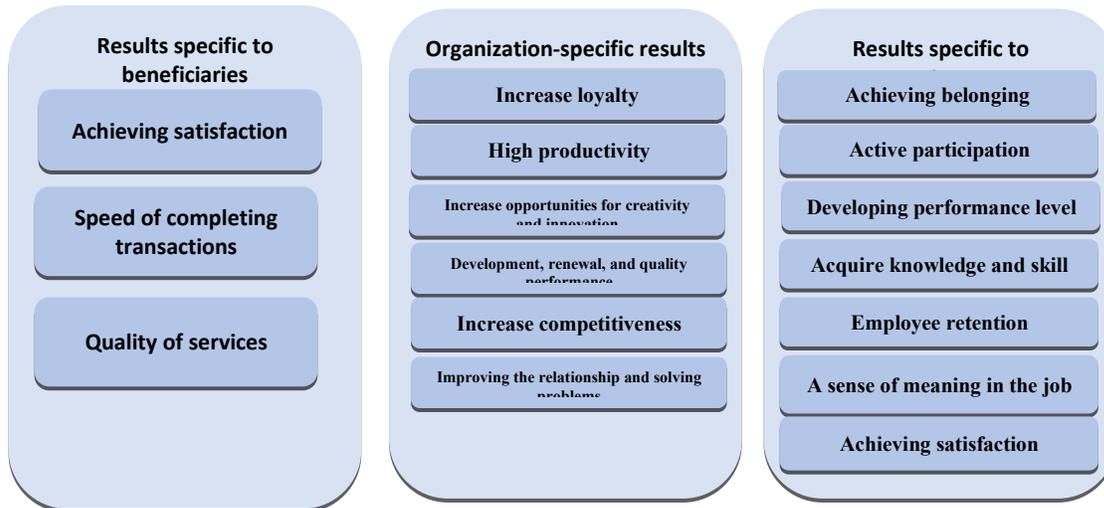
Results specific to beneficiaries	Organization-specific results	Results specific to
Achieving satisfaction	Increase loyalty	Achieving belonging
Speed of completing transactions	High productivity	Active participation
Quality of services	Increase opportunities for creativity and innovation	Developing performance level
	Development, renewal, and quality performance	Acquire knowledge and skill
	Increase competitiveness	Employee retention
	Improving the relationship and solving problems	A sense of meaning in the job
		Achieving satisfaction

Figure 2: Expected results from implementing empowerment, Mulhem (2006, p. 128).

Dimensions of Administrative Empowerment

While the literature presents a variety of dimensions for administrative empowerment, this study focuses on three key dimensions, which are as follows:

The First Dimension: Participation

Participation is vital for ensuring the free exchange of information among staff. It is crucial to discourage the hoarding of knowledge, which hinders both empowerment and decision-making, and to prevent the monopolization of information essential to these processes. This underscores the principle, as noted by Al-Kubaisi (2004, p. 140), that "Whoever controls information has the capacity to make decisions."

The Second Dimension: Training

This dimension refers to the process of equipping individuals and groups with the necessary information, skills, and behavioral techniques to perform their duties with a high degree of effectiveness and efficiency (Shatatah, 2019, p. 29).

The Third Dimension: Work Teams

Work teams are defined as "a small group of individuals who share a sense of belonging, are united by a common objective, work collaboratively towards its achievement, and hold themselves collectively accountable for the results" (Al-Faydi, 2008, p. 71).

Characteristics of Administrative Empowerment

Al-Muherat (2010, p. 29) identified several key characteristics of administrative empowerment in organizations, the most prominent of which are:

1. **Effective and Positive Empowerment:** This involves developing the capacity for work and communication, as well as acquiring social skills and competencies.
2. **Internal Growth:** Empowerment is not externally imposed; rather, it grows from an individual's self-understanding of their circumstances, choices, opportunities, and social environment.
3. **Participatory Nature:** Empowerment embodies the concept of participation, as individuals become more effectively engaged in their community. This fosters social cohesion among the empowered units, be they individuals, groups, or local communities.
4. **Interconnection with Other Concepts:** Empowerment is intertwined with many other concepts, most notably: effectiveness, responsibility, and rationality.

Decision-Making

Many scholars and researchers have presented numerous definitions and perspectives on decision-making reflecting their diverse environments. The researchers have cited several of these definitions, which are as follows:

According to Al-Sayrafi (2003, p. 60), decision-making is "a rational process of selecting an alternative that best fits available resources and desired objectives. It is a critical administrative function essential for achieving organizational goals and identifying optimal strategies."Razeh (2018, p. 7) defines it as "the procedural sequence of identifying a problem, gathering data, and choosing a course of action to meet organizational objectives."Amer and Al-Masri(2016, p. 47) describe it as "the result of a collective effort where decision-makers select an alternative to resolve the organization's escalating challenges."Eyad (2015, p. 88) sees it as "a conscious, social behavior representing the most efficient and effective choice, selected after evaluating all available alternatives to solve a problem."Al-Amri (2014, p. 16) refers to it as "a disciplined science, governed by principles and centered on the skill of selecting the optimal alternative in any given situation."Hallaq (2014, p. 70) defines it as "a cognitive and

psychological process of evaluating alternatives and selecting the best one through a structured series of steps to achieve a predetermined goal."

Procedurally, the researchers define decision-making as a structured process of choosing the optimal alternative from available options and executing it in a way that fulfills the company's goals.

Significance of Decision-Making

According to Ghameed (2017, p. 245), the significance of decision-making lies in the following:

1. It serves as the fundamental pillar for the continuity of operations at all administrative levels of the organization.
2. It provides a clear overview of all possible alternatives, allowing for their direct evaluation without overlooking any option.
3. It enables the building of future projections and the identification of behaviors and trends, thereby facilitating the process of making the right decision at the right time.
4. This process is linked to three temporal dimensions: the past (the emergence of the problem), the present (the identification and selection of the best alternative), and the future (the emergence of positive or negative outcomes that the organization must bear as a consequence).

Characteristics of Decision-Making

Decision-making has several characteristics, including the following (Al-Ghazali, 2012, p. 41):

1. **An Intellectual Process:** Decision-making is fundamentally a rational process that requires the application of intellect, the careful consideration of given data, and its precise study.
2. **A Purposeful Process:** A decision is merely a means to achieve a specific goal, such as resolving a problem or addressing a particular situation. Furthermore, decision-making is an intrinsic function of management, as managers invariably pursue a specific objective through their decisions.
3. **A Process of Choice:** The decision-making process is founded upon the evaluation of alternatives presented to the decision-maker, leading to the selection of the most suitable option based on available resources and intended objectives.
4. **A Constrained Process:** This signifies that the process is bound by evaluation criteria and the nature of the decision's surrounding environment.
5. **A Forward-Looking Process:** The consequences of decision-making manifest in the future; therefore, the decision-maker must possess a

forward-looking perspective informed by an understanding of past and present decisions.

6. **A Comprehensive Process:** This implies that decision-making should, as much as possible, adopt a holistic perspective when confronting a particular situation or problem.

7. **An Analytical Process:** This indicates that decision-making is not merely about selecting from a set of ready-made alternatives. Instead, it demands a meticulous study and analysis of all factors relevant to the decision to arrive at the most appropriate one.

8. **A Human Process:** This signifies that the decision-making process is intrinsically linked to the human element, both on the part of the decision-maker(s) and those affected by the outcome.

Elements of the Decision-Making Process

The decision-making process consists of several elements:

1. **The Decision-Maker:** The decision-maker is the individual or group that holds formal authority, granted by law or by an organization's internal regulations. Consequently, responsibility is typically collective, except in situations of absolute centralization in decision-making (Aqili, 2007, p. 219).

2. **The Decision Subject:** The decision subject constitutes the problem within an organization that the decision-maker is responsible for resolving. Administrative problems are numerous and diverse, ranging from minor issues to those that are critical and significant (Al-Sayrafi, 2006, p. 139).

3. **Objectives and Motivations:** A decision is an expression of a specific behavior or action undertaken to achieve particular objectives. The distinction between a motive and an objective is that the motive is a need to be satisfied, whereas the objective is the embodiment of that need. Indeed, no decision is made unless there is a motive behind it to achieve the desired objective (Al-Sayrafi, 2006, p. 140).

4. **Data and Information:** Data and information are a vital element upon which the success of a decision hinges. Many organizations face a shortage of data and information when deciding to resolve a problem (Aqili, 2007, p. 220).

5. **Forecasting:** Forecasting is a fundamental element of the decision-making process and is intrinsically linked to the decision-maker. It is based on the data and information gathered about the problem and its dimensions. Furthermore, it assists the decision-maker in anticipating

future events and determining the impact and implications of performance within the organization (Al-Sayrafi, 2006, p. 141).

6. **Alternatives:** These refer to the available solutions for formulating a decision to resolve a problem. It is rare for a problem to have only a single solution (Aqili, 2007, p. 221).

Steps (Stages) of Decision-Making

The steps of decision-making vary among researchers and writers in their terminology, sequence, and number, in accordance with their respective theories. Therefore, the most commonly used steps will be outlined as follows:

1. **Problem Identification and Analysis:** This refers to the ability of employees to identify the problems they face in the organization, based on their importance, function, size, and degree of complexity (Roberts&Hunt, 1991, p. 43).

2. **Developing Alternatives:** This refers to the ability of managers to assess the advantages, disadvantages, and costs of each alternative, in addition to the degree of satisfaction with and conviction in the alternative (Qasim, 2011, p. 55).

3. **Evaluating the Alternatives:** This refers to the ability of employees to anticipate the degree of benefit and the resulting consequences of each alternative, and this dimension is assessed by the decision (Al-Azzawi, 2006, p. 19).

4. **Selecting the Alternative:** This refers to the ability of employees to choose the optimal alternative for practical implementation, one that is acceptable to staff, appropriate for the organization's capabilities, and viable for real-world application (Shahada, 2005, p. 67).

5. **Control and Follow-up:** This refers to the ability of employees to measure the impact of their decisions, identify potential errors during the implementation process, and assess the decision's validity (Al-Buhaisi, 2006, p. 159).

Methodology

The researchers adopted the descriptive-analytical approach in this study, gathering information from two sources as follows:

Secondary Sources: These consisted of documents, books, prior studies, statistics, and reports.

Primary Sources: A questionnaire was specifically designed to collect data from the study sample.

Study Population and Sample

The study population consisted of all (695) employees of the General Administration at the Yemen Oil Company in Sana'a. The study sample was determined using Robert Mason's formula, amounting to 247 participants. The questionnaire was distributed to the study sample, and 236 questionnaires were returned, yielding a response rate of 95.55%. All returned questionnaires were valid for analysis.

Validity of the Study Instrument (The Questionnaire)

To verify the content validity, the initial draft of the questionnaire was presented to a panel of 12 experts, who were university professors, to obtain their feedback. Additionally, construct validity was assessed by calculating the correlation coefficients between each item and the total score of its corresponding dimension. The results indicated that all correlation coefficients were high, ranging from .669** to .919**. This demonstrates strong internal consistency among the items within each dimension. This implies that the questionnaire possesses strong construct validity and high internal consistency. Consequently, its results are reliable, and the instrument is valid for measuring what it was designed to measure.

Instrument Reliability

The researchers verified the reliability of the study instrument using Cronbach's Alpha coefficient. The reliability coefficients for the dimensions ranged from 0.927 to 0.966, which are high values that confirm the instrument's suitability for the study and analysis.

Answering the Study Questions

To answer the study's questions, the Statistical Package for the Social Sciences (SPSS), version 26, was used to analyze the study data and test its hypotheses, as follows:

1. **Presentation and Analysis of the Study's Results**

- **Answering the First Question:** "What is the level of application of administrative empowerment in the Yemen Oil Company?"

To answer this question, the arithmetic mean, standard deviation, and application level were calculated for each dimension of administrative empowerment. Table (2) illustrates the responses of the study sample, as follows:

Table1: Study Sample Responses on the Application Level of Administrative Empowerment Dimensions

No.	Dimensions	Rank	Mean	Standard Deviation	Relative Importance	Application Level
1	Participation	3	3.43	0.89	69%	High
2	Training	1	3.70	0.89	74%	High
3	Teamwork	2	3.57	0.87	71%	High
Administrative Empowerment			3.57	0.79	71%	High

As shown in Table 1, the level of administrative empowerment application at the Yemen Oil Company was high. The "administrative empowerment" dimension achieved an arithmetic mean of (3.57), a relative importance of (71%), and a standard deviation of (0.79). This result indicates that the practice of administrative empowerment in the company was high. The researchers attribute this finding to the consensus among the study sample members on the importance of administrative empowerment as a fundamental skill for organizational success. It is seen as: a practice aimed at granting employees the authority to participate in decision-making and policy formulation, fostering creativity in their performance, promoting a one-team spirit in task execution, and ensuring their ongoing training and personal development.

Table 2 also indicates that all dimensions of administrative empowerment were present to a high degree. The training dimension ranked first with an arithmetic mean of (3.70), a relative importance of (74%), and a standard deviation of (0.89). The teamwork dimension ranked second with an arithmetic mean of 3.57, a relative importance of 71%, and a standard deviation of 0.87. Finally, the participation dimension ranked third with an arithmetic mean of 3.43, a relative importance of 69%, and a standard deviation of 0.89.

- **Answering the Second Question:** "What is the status of decision-making in the Yemen Oil Company?"

To answer this question, the arithmetic mean, standard deviation, and application level were calculated for each dimension of decision-making. Table 2 illustrates the responses of the study sample, as follows:

Table 2: Study Sample Responses on the Reality of Decision-Making Dimensions

No.	Dimension	Rank	Mean	Standard Deviation	Relative Importance	Achievement Level
1	Problem Identification and Analysis	2	3.67	0.85	73%	High
2	Searching for Available Alternatives	3	3.64	0.77	73%	High
3	Evaluating and Selecting Alternatives	1	3.71	0.82	74%	High
4	Decision Implementation	5	3.61	0.89	72%	High
5	Monitoring and Evaluating Decision Results	4	3.61	0.87	72%	High
Decision Making			3.65	0.73	73%	High

Table 2 shows that, according to the study sample's estimates, the level of decision-making in the Yemen Oil Company was (high), with an arithmetic mean of (3.65), a relative importance of (73%), and a standard deviation of (0.73). This score indicates that decision-making is practiced at a high level. The researchers attribute this result to the fact that the company's decision-makers evaluate and select optimal alternatives from multiple options to address a specific situation or problem, all while adhering to a scientific decision-making methodology.

The results also indicated that the level of achievement for the decision-making dimensions in the Yemen Oil Company was high. The "Evaluation and Selection of Alternatives" dimension ranked first with an arithmetic mean of 3.71, a relative importance of 74%, and a standard deviation of 0.82. The "Problem Identification and Analysis" dimension ranked second with an arithmetic mean of 3.67, a relative importance of 73%, and a standard deviation of 0.85. The "Searching for Available Alternatives" dimension ranked third with an arithmetic mean of 3.64, a relative importance of 73%, and a standard deviation of 0.77. The "Follow-up and Evaluation of Decision Results" dimension ranked fourth with an arithmetic mean of 3.61, a relative importance of 72%, and a standard deviation of 0.87. Finally, the "Decision

Implementation" dimension ranked last with an arithmetic mean of 3.61, a relative importance of 72%, and a standard deviation of 0.89.

2. **Hypothesis Testing**

The Main Hypothesis: There is a statistically significant effect of administrative empowerment, across its dimensions of participation, training, and teamwork, on decision-making in the Yemen Oil Company.

To test this main hypothesis, the researchers employed regression analysis using the SMART_PLS software. The following table and figure present the results of the hypothesis test.

Table 3: Main Hypothesis Test Results

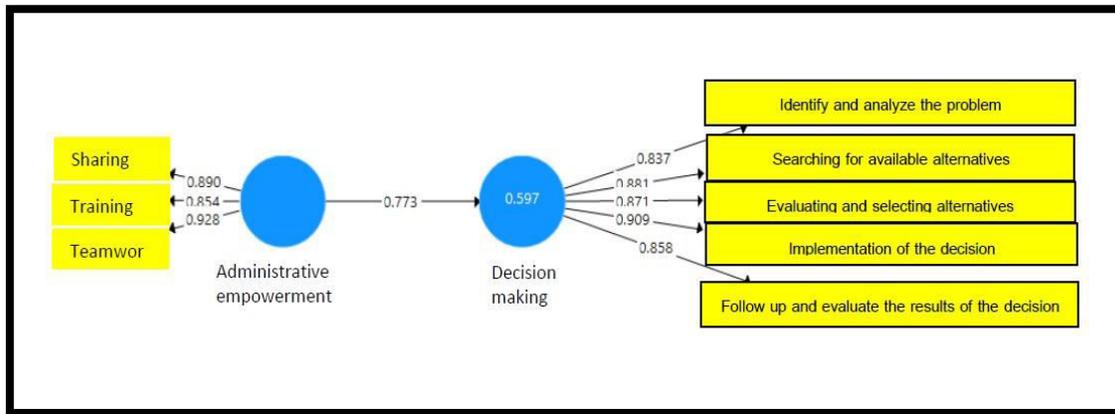| Path	β	t	Significance
Administrative Empowerment → Decision Making	0.773	23.706	0.000

Figure 3: Results of testing the main hypothesis.

The results in the table above indicate a statistically significant effect of administrative empowerment on decision-making. The (β) coefficient was 0.773, and the (t) value was 23.706, which is statistically significant at the 0.000 level. Accordingly, the main hypothesis is accepted, confirming a statistically significant effect of administrative empowerment on decision-making within the Yemen Oil Company.

To test the sub-hypotheses, the researchers employed regression analysis using the SMART_PLS software. The following table and figure present the results of this test.

Table (4): Sub-Hypotheses Test Results

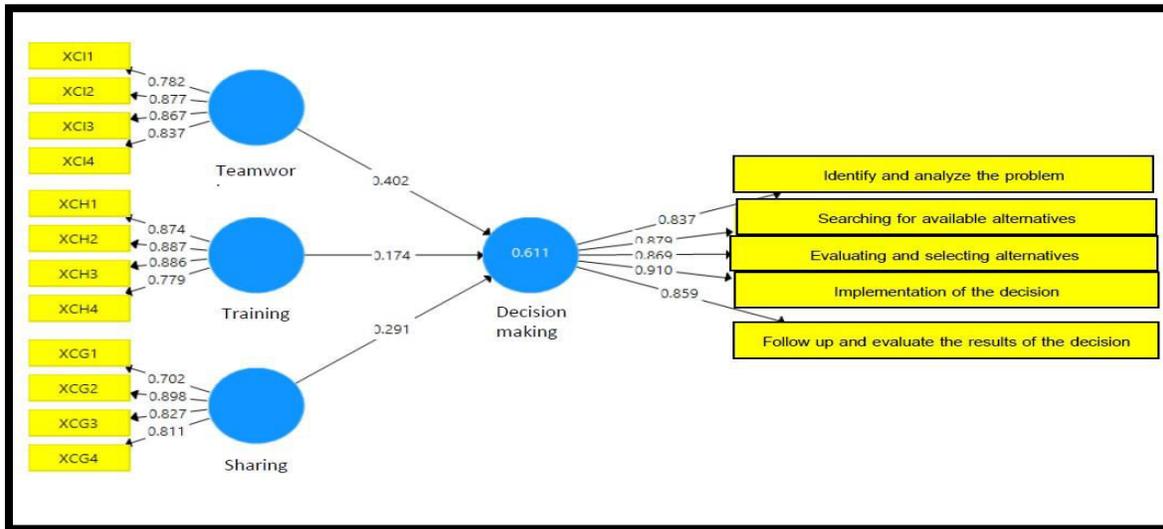| Path	β	T Statistics	P Values
Participation → Decision Making	0.291	4.551	0.000
Training → Decision Making	0.174	2.676	0.008
Teamwork → Decision Making	0.402	6.354	0.000

Figure 4: Results of the sub-hypotheses test.

The First Sub-Hypothesis: There is a statistically significant effect of the participation dimension on all elements of decision-making in the Yemen Oil Company.

Based on the results in the table and figure above, a statistically significant effect of the (participation) dimension on decision-making was found. The (β) coefficient was 0.291, and the (t) value was statistically significant at 4.551, at a significance level of 0.000. This reveals that adopting participation contributes positively to improving decision-making in the Yemen Oil Company. The researchers attribute this to the involvement of employees in accessing information and participating in administrative decisions. This involvement helps develop employee skills and yields positive results, such as improving the superior-subordinate relationship, which in turn contributes to achieving the company's objectives. Therefore, the sub-hypothesis, which posits an effect of the (participation) dimension on decision-making in the Yemen Oil Company, is accepted.

The Second Sub-Hypothesis: There is a statistically significant effect of the training dimension on all elements of decision-making in the Yemen Oil Company.

Based on the results in Table 5 and Figure 4 above, a statistically significant effect of the (training) dimension on decision-making was found. The (β) coefficient was 0.174, and the (t) value was statistically significant at 2.676, at a significance level of 0.000. This reveals that adopted training contributes positively to improving decision-making in the Yemen Oil Company. The researchers attribute this to the company providing employees with continuous training programs that are aligned with their job requirements. Therefore, the sub-hypothesis, which posits an effect of the (training) dimension on decision-making in the Yemen Oil Company, is accepted.

The Third Sub-Hypothesis: There is a statistically significant effect of the teamwork dimension on all elements of decision-making in the Yemen Oil Company.

Also, from the results of Table 5 and Figure 4, there is a statistically significant effect of the (teamwork) dimension on decision-making. The (β) coefficient was 0.402, and the (t) value was statistically significant at 6.354, at a significance level of 0.000. This reveals that adopted teamwork contributes positively to improving decision-making in the Yemen Oil Company. The researchers attribute this to the company's leadership encouraging teamwork and promoting cooperation among employees when accomplishing work. Therefore, the sub-hypothesis, which posits an effect of the (teamwork) dimension on decision-making in the Yemen Oil Company, is accepted.

Based on these results, all sub-hypotheses related to the effect of administrative empowerment on decision-making in the Yemen Oil Company are accepted. These results reflect the importance of focusing on the most influential dimensions when formulating an administrative empowerment strategy to enhance the company's performance and achieve its objectives more effectively.

Conclusion

Administrative empowerment is considered a fundamental and contemporary requirement for all organizations, as it provides solutions to internal problems through employee participation in the decision-making process, thereby improving outcomes and strengthening trust between employees and the organization. This is crucial because poor employee performance can ultimately affect the organization's continuity.

Findings

The study revealed some results, the most notable of which are:

- The level of administrative empowerment at the Yemen Oil Company was high. This is attributed to the company leadership's emphasis on granting employees the authority to participate in decision-making, fostering a cooperative spirit in task execution, and ensuring their continuous training and personal development.
- The level of decision-making in the Yemen Oil Company was high. This is attributed to the company's decision-makers selecting the optimal alternative from multiple options to address a particular situation or problem, following a systematic and scientific process.
- A statistically significant effect of administrative empowerment, and all its dimensions, on decision-making was found. This indicates that the greater the focus on participation, training, and teamwork, the more positive the impact on decision-making at the Yemen Oil Company.

Recommendations

Based on the findings obtained, the following recommendations are proposed:

- The findings indicated that the influential areas of administrative empowerment, namely participation, training, and teamwork, were perceived at a high level. Therefore, the senior management of the Yemen Oil Company should continue to enhance these domains.
- Encouraging the company's other departments and branches to embrace and practice administrative empowerment, and to instill values of mutual respect and fairness between superiors and subordinates.
- Granting subordinates greater trust and autonomy, encouraging the acceptance of administrative empowerment, and developing and streamlining work methods and procedures to elevate performance.
- The company's senior management should adopt the practice of holding regular meetings that allow for the free exchange of ideas between superiors and subordinates, thereby fostering a sense of competence and the ability to exert influence in the workplace.
- Increasing emphasis on applying the scientific steps of decision-making to ensure its effectiveness.
- Conducting continuous studies to evaluate the outcomes of decisions made and ensure their effectiveness.

Data availability

The data that support the findings of this study are available from the authors upon reasonable request.

Competing interest:

The authors declare no competing interests.

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