

أثر التمكين الإداري على الأداء الوظيفي للعاملين: تنمية كفاءات الموارد البشرية كمتغير وسيط

د. نهج عبد المجيد علوي

كلية اقرأ للأعمال ، جامعة جيوماتيكا ماليزيا ، كوالالمبور، ماليزيا

Monder.f.al@gmail.com

د. خيرى أحمد مسعود

كلية اقرأ للأعمال، جامعة جيوماتيكا ماليزيا، كوالالمبور، ماليزيا

Khairi@geomatika.edu.my

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أ. منذر فتحي أحمد العويتي*

جامعة جيوماتيكا ، ماليزيا

الملخص:

مؤشر الأداء الوظيفي (KPI) هو مؤشر يعكس الأداء العام للمؤسسة. ولذلك، اعتمدت العديد من الشركات الليبية استراتيجيات إدارية لتحسين أداء الموظفين، بما في ذلك التمكين الإداري. تهدف هذه الدراسة إلى فهم أثر التمكين الإداري على أداء الموظفين في مركز طرابلس الطبي، بالإضافة إلى أثر تنمية كفاءات الموارد البشرية كمتغير وسيط في العلاقة بين التمكين الإداري والأداء الوظيفي. اعتمدت الدراسة على تصميم بحث كمي. جُمعت البيانات باستخدام استبيان وُزِعَ على عينة عشوائية بسيطة من 351 موظفًا في مركز طرابلس الطبي. خُللت البيانات باستخدام الإحصاء الوصفي باستخدام برنامج SPSS ونمذجة المعادلات الهيكلية باستخدام برنامج Amos أظهرت نتائج الدراسة أثرًا إيجابيًا ذا دلالة إحصائية للتمكين الإداري على الأداء الوظيفي. كما أشارت النتائج إلى أن تنمية كفاءات الموارد البشرية يلعب دورًا وسيطًا في تعزيز العلاقة بين التمكين الإداري والأداء الوظيفي. أوصت الدراسة بتكثيف جهود إدارة مركز طرابلس الطبي لتعزيز مفهوم التمكين من خلال منح الموظفين صلاحيات أوسع، والمشاركة في صنع القرار، وتشجيع المبادرة الفردية.

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Monder Fathi Ahmed Alowayti¹

¹IQRA Business School, University of Geomatika Malaysia

***Monder.f.al@gmail.com**

Nahg AbdulMajid Alawi²

Khairi Ahmed Masoud

**. IQRA Business School, University Of Geomatika Malaysia, Kuala
Lumpur, Malaysia**

dr.nahg@geomatika.edu.my

Abstract

The Job Performance Index (KPI) is an indicator that reflects the overall performance of an organization. Therefore, many Libyan companies have adopted management strategies to improve employee performance, including administrative empowerment. This study aims to understand the impact of administrative empowerment on employee performance at the Tripoli Medical Center, as well as the impact of developing human resource competencies as an intervening variable in the relationship between administrative empowerment and job performance. The study used a descriptive quantitative research design. Data were collected using a questionnaire distributed to a simple random sample of 351 employees at the Tripoli Medical Center. The data were analyzed using descriptive statistics using SPSS and structural equation modeling using Amos. The study results showed a statistically significant positive impact of administrative empowerment on job performance. The results also indicated that developing human resource competencies plays a mediating role in strengthening the relationship between administrative empowerment and job performance. The study recommended increasing the efforts of the Tripoli Medical Center management to promote the concept of empowerment by

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granting employees broader powers, participating in decision-making, and encouraging individual initiative.

Keywords: *Job Performance, empowerment, human resource competencies, Tripoli Medical Center.*

1 INTRODUCTION

The public health sector in Libya has witnessed remarkable development in several specialized areas, contributing to increased competition between it and the private sector. Because healthcare directly impacts people's lives, the need to provide high-quality healthcare services has become an essential priority for hospital management (Al-Gaddafi Zainab, 2021, p. 261). Although the health sector in Libya has also witnessed some improvement, many services provided remain below the required standard and do not meet desired expectations (Abdul Jalil and Alawi, 2023).

One of the most important challenges facing the health sector in Libya is raising the level of performance of hospitals operating within it by enhancing the performance of their human resources, given that the human element is the most important factor in this fast-paced and changing environment. However, studies indicate a decline in the performance of workers in this sector (Hadidan et al., 2024). This has prompted hospitals in general to explore and focus on everything that would enhance the performance of their staff (Huwaidi, 2017, p. 2). The study's problem was also confirmed by previous studies, as many indicated a significant decline in the performance of health sector workers in Libya, which explains the decline in the quality of health services. A study by Al-Ghoul (2023), which highlighted the performance of medical workers in Libya, indicated a significant decline in the performance of workers at the Tripoli Medical Center in Libya.

There are also several previous studies, such as (Al-Arousi 2019; Al-Ghalith et al. 2022; Abu Abu Shwaita 2024; Hadidan et al. 2024), which emphasized the weakness of health services provided across all Libyan medical sectors and their lack of quality due to the poor performance of their staff.

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Hence, the role of administrative empowerment comes as an important tool for addressing deficiencies in employee performance, as noted in previous studies (Hassan et al. 2024). Their study highlighted the important role administrative empowerment plays in improving job performance by motivating employees and increasing commitment. This empowers employees by giving them more authority and responsibility. This makes them feel the importance of their role and contribution to achieving the organization's goals. This, in turn, increases commitment and effective participation, leading to improved performance.

Previous studies by Hiba (2023) and Mahni and Jalal (2022) also highlighted the role of administrative empowerment in providing opportunities for personal and professional development and improving performance. This provides employees with opportunities for continuous training and development, thus enhancing their skills and knowledge. This, in turn, positively impacts job performance and contributes to the provision of better-quality services. Abdel Shafi Khaled Mansour (2022) also highlighted the importance of improving communication and relationships and encouraging creativity and decision-making, which allows employees flexibility in making decisions and implementing innovative ideas. It also enables them to work more effectively and contribute to solving problems in new and effective ways.

Companies of all sizes and types are increasingly in need of administrative empowerment due to the increasing and changing challenges of the contemporary business environment. Administrative empowerment helps enhance flexibility and rapid decision-making, allowing employees to participate in problem-solving and innovation, which is important for keeping pace with rapid changes. Furthermore, administrative empowerment enhances employee motivation and fosters a sense of belonging, which positively impacts productivity and overall performance. However, implementing administrative empowerment requires developing human resource competencies to ensure employee readiness. This represents a challenge that requires investment in continuous training and development.

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Empowerment leads to the development of human competencies, enhancing their abilities and skills to solve problems and confront situations, and providing them with opportunities by granting them the authority and responsibilities to make decisions, collaborate, and participate in setting goals and plans. This enhances their knowledge and skills in performing their duties, and increases their sense of comfort and acceptance of tasks and responsibilities (Doma and Al-Eidani, p. 126, 2020). On the other hand, many studies have indicated that competency development has a significant impact on employee performance, enhancing their skills and knowledge, enabling them to handle tasks more efficiently and increasing their productivity. Through continuous development, employees gain the ability to innovate and solve problems more quickly, which improves work quality and enhances their ability to achieve organizational goals. Development also contributes to raising morale and job satisfaction, which enhances employee commitment and sense of belonging to the organization, reduces employee turnover, and supports a positive and progressive work environment (Al-Tayeb Al-Zain, 165, 2022).

A review of previous literature on the relationship between administrative empowerment and job performance revealed a lack of previous studies that addressed mediating variables that could explain the relationship between administrative empowerment and job performance. Furthermore, numerous recommendations call for testing the presence of these mediating variables, which could enhance a deeper understanding of the relationship between administrative empowerment and job performance. For example, ;l;; highlighted the need to test new variables to explain the relationship between administrative empowerment and job performance. Accordingly, this study seeks to bridge this gap by identifying the impact of competency development on the relationship between administrative empowerment and job performance.

This study relied on social exchange theory to explain the relationship between the study variables. Social exchange theory explains the relationship between administrative empowerment, competency

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development, and employee performance through the concept of reciprocal exchange. When management empowers employees, it gives them a sense of trust and provides them with opportunities to develop their skills and enhance their competencies. In turn, employees perceive these investments from the organization as worthy of appreciation, motivating them to deliver outstanding performance in exchange for this trust and support. Empowerment and competency development also enhance a sense of commitment and loyalty to the organization, leading to improved job performance and more effective achievement of organizational goals. Therefore, the importance of this study lies in its assessment of social exchange theory by testing it in the Libyan medical sector, as both the medical sector and the Libyan environment lack research in this area. Furthermore, this theory has been applied to other variables and in different countries, making it possible to compare the results of the current study, which may enrich this theory. Moreover, given that the vast majority of previous studies in this field have extensively addressed the direct relationship between administrative empowerment and employee performance, this study will examine the relationship between administrative empowerment and employee performance using a mediating variable.

Also, given the importance of the health sector and the scarcity of previous studies in this sector that have examined the impact of administrative empowerment and competency development on employee performance, as most previous studies have been conducted in other sectors such as education and banking, this study will be a scientific addition to an important and new sector: the health sector. The results of this research will also support or refute previous studies on the impact of administrative empowerment and competency development on employee performance. The practical importance of the study is demonstrated by its results, which may significantly contribute to improving the performance of Tripoli Medical Center and enhancing the effectiveness of the healthcare system in the region, benefiting both employees and

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patients alike. The study may help determine how administrative empowerment affects employee performance, enabling management to develop effective strategies to improve the center's overall performance. The study's results may also contribute to fostering a culture of innovation within Tripoli Medical Center. Administrative empowerment can enable employees to express their opinions and participate in decision-making, leading to new ideas and innovative solutions for improving healthcare services. The study will also highlight how empowerment affects the development of the skills and competencies necessary for employee performance, contributing to increased professionalism at work.

II LITERATURE REVIEW

Previous studies have examined the impact of administrative empowerment and human resource development on the job performance of workers in Libyan hospitals. These studies have yielded mixed results. In a descriptive and analytical study conducted in 2021, titled "the impact of administrative empowerment on the job performance of workers in Libyan Hospitals: The role of career development as a mediating variable," published in the Journal of Business and Commerce, researchers found that administrative empowerment has a positive and significant impact on the job performance of workers in Libyan hospitals, and that career development partially mediated this relationship.

On the other hand, another study conducted in 2020, titled "the impact of administrative empowerment and human resource development on the job performance of government hospitals in Libya," published in the Journal of Health Services Management, researchers found that administrative empowerment has a significant impact on the job performance of workers in government hospitals in Libya, and that human resource development has a partial and insignificant impact on this relationship. There are numerous studies examining the impact of managerial empowerment on employee job performance. These studies are very useful for better understanding the factors that influence and improve job performance in organizations. Although these studies generally indicate a positive relationship between

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managerial empowerment and job performance, it should be noted that this relationship is not constant and is influenced by factors both internal and external to the organization.

These studies can help organizations understand how to effectively implement managerial empowerment to improve job performance, including focusing on human resource development as a mediating variable. However, the results of these studies must be treated with caution and analyzed carefully, as results can vary based on individual and organizational circumstances. Organizations must consider the various factors surrounding the organization that can influence the impact of managerial empowerment on employee job performance.

Previous studies on the impact of managerial empowerment on employee job performance, including those conducted in the healthcare sector, are an important and popular topic in academic and professional literature. These studies have generally found a positive impact of managerial empowerment on employee job performance. This positive impact includes increased responsibility, motivation, and engagement in work, along with improved levels of trust and cooperation between employees and their management. Some studies indicate that administrative empowerment can lead to improved service quality and a reduction in errors and malpractice in healthcare institutions.

However, some studies indicate that there are factors influencing the impact of administrative empowerment on job performance, such as corporate culture, managerial orientation, and leadership quality. The positive impact of administrative empowerment depends on management's ability to provide a suitable work environment and provide the necessary support for employees, in addition to providing continuous training and development. Therefore, these studies can be utilized and their findings applied to improve job performance in healthcare institutions and elsewhere by improving the work environment, providing support, training, and continuous development for employees, and involving them in decision-making processes.

It is worth noting that there are few studies addressing this topic in

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Libyan hospitals. Therefore, further studies and in-depth statistical examinations are needed to determine the actual impact of administrative empowerment and human resource development on employee performance in Libyan hospitals. This study aims to understand the competencies of workers in Libyan hospitals, particularly at the Tripoli Medical Center. This is an essential step toward improving job performance and job empowerment in every organization. Here, the competencies required for various positions within the organization must first be identified. Appropriate and comprehensive training plans must also be developed to develop the required competencies. Job empowerment must also be linked to job performance by defining and evaluating performance standards and offering rewards and bonuses to encourage improved job performance. Therefore, do these factors combined have a significant impact on developing employee competencies, which in turn helps achieve job empowerment and improve job performance, or do they negatively impact it? This is what we need to understand through this study.

III METHODOLOGY

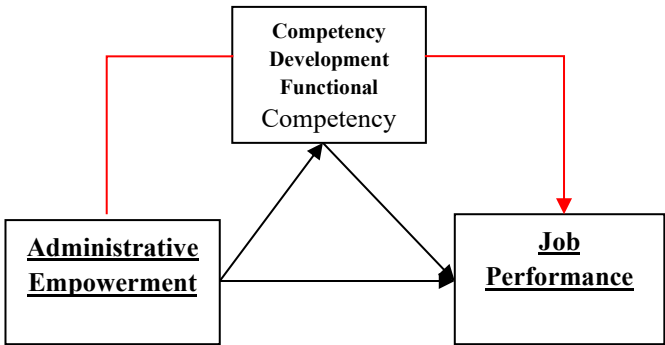


Figure 1 Framework of the Study

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The study population include all employees at the Tripoli Medical Center in various specialties and departments, including doctors, nurses, pharmacists, technicians, and administrative and logistics workers, totaling four thousand workers (Libyan Ministry of Health - 2023 Statistics).

Sample size was (351) workers out of the available population of (4,000) workers. This is consistent with the Krejcie & Morgan table. The study adopted a simple random sampling method. According to Abdul Hamid (2006), a simple random sample relies on selecting sample members directly from the population without preference, using methods such as lottery or random tables. This makes it one of the fundamental methods in quantitative and experimental research due to its ease of application and high accuracy in representing the population.

To achieve the study objectives, a questionnaire is used as the primary data collection tool. A questionnaire is defined as a data collection tool used to obtain direct information from study participants through a set of written questions. The questionnaire is distributed to a sample of individuals, who are asked to complete it with the aim of collecting data that will help answer research questions or test hypotheses. Questionnaires are an effective data collection tool, especially when involving a large sample, as they save time and costs and ensure the standardization of information in a way that facilitates analysis (Obeidat et al., 1998; Al-Assaf, 2000).

IV RESULTS

1. Descriptive Analysis

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Table (1) Demographic distribution

Variable	Category	Frequency	Percentage
Gender	Male	156	44.4%
	Female	195	55.6%
	Total	351	100%
Age	30 or younger	132	37.6%
	31–40 years	100	28.5%
	41–50 years	85	24.2%
	51 or older	34	9.7%
	Total	351	100%
Academic Qualification	Diploma	108	30.8%
	Bachelor's Degree	160	45.6%
	Master's Degree	57	16.2%
	Doctorate	26	7.6%
	Total	351	100%
Years of Experience	5 years or less	101	28.8%
	6–10 years	102	29.1%
	11–15 years	78	22.2%
	More than 16 years	70	19.9%
	Total	351	100%
Job Title	Doctor	62	17.7%
	Nurse	59	16.8%
	Technician	104	29.6%
	Administrative Staff	126	35.9%
	Total	351	100%

Table (1) illustrates the demographic distribution of the study sample according to several key demographic: gender, age, academic qualification, years of experience, and job title.

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Regarding gender, females comprised 55.6% (195 participants), while males accounted for 44.4% (156 participants), indicating higher female representation. For age, the most represented group was "30 years or younger" (37.6%), followed by "31–40 years" (28.5%), "41–50 years" (24.2%), and "51 years or older" (9.7%). In terms of educational qualifications, bachelor's degree holders formed the largest group (45.6%), followed by diploma holders (30.8%), master's degree holders (16.2%), and those with a doctorate (7.6%). For experience, 28.8% of participants had 5 years or less, 29.1% had 6–10 years, 22.2% had 11–15 years, and 19.9% had more than 16 years. Regarding job titles, the largest group was administrative staff (35.9%), followed by technicians (29.6%), doctors (17.7%), and nurses (16.8%).

2. Structural Equation Modelling (SEM) Analysis Using AMOS

Confirmatory Factor Analysis (CFA) was conducted in two stages to ensure the accuracy and reliability of the results.

In the first stage, CFA was performed separately for each study variable, which included Job Performance, Administrative Empowerment, and Human Resource Competency Development. After confirming that fit indices, validity, and reliability were satisfactory for each variable independently, the standard measurement models became ready for the next phase.

In the second stage, CFA was applied to the overall measurement model that includes all study variables. As shown in Figure (5), the model was evaluated using a set of fit indices listed in Table (9) to verify its adequacy in fitting the collected data.

First Stage: Confirmatory Factor Analysis for Each Study Variable

1- Confirmatory Factor Analysis of the Dimensions of the Job Performance Variable

Table (2): Results of CFA Validity for the Dimensions of the Job Performance Variable

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Dimension	Item Code	Loading Factor
Contextual Performance	Q6	0.892
	Q5	0.798
	Q4	0.772
	Q3	0.672
	Q2	0.764
	Q1	0.626
Task Performance	Q12	0.719
	Q11	0.745
	Q10	0.801
	Q9	0.812
	Q8	0.744
	Q7	0.762

The table (2) shows the results of the Confirmatory Factor Analysis (CFA) for assessing the factorial validity of the dimensions of the job performance variable, by presenting the loading factor values for each item within the sub-dimensions. Job performance consists of two main dimensions: Contextual Performance and Task Performance.

The high loading factor values indicate the degree of association between each item and the dimension it belongs to, thus reinforcing the validity of the model.

For the Contextual Performance dimension, loading factors range from 0.626 for item Q1 to 0.892 for item Q6, indicating that all items contribute well to measuring this dimension.

For the Task Performance dimension, values range from 0.719 for item Q12 to 0.812 for item Q9, reflecting consistency among the items and their strong relation to the underlying concept of this dimension.

It is worth noting that all loading factors in the table are greater than 0.6, which indicates that all items maintain an acceptable level of factorial validity. The minimum acceptable loading factor in CFA is typically 0.6 to

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ensure the suitability of an item to measure the variable. These results demonstrate the quality of the measurement tool used and its ability to accurately represent the job performance variable.

Table (3) Indicators of the Confirmatory Factor Analysis Model Fit for the Dimensions of Job Performance Variable

Indicator Code	Indicator Name	Indicator Value	Quality of Fit
CMIN	Chi-Square	149.60	-
p	P-value	0.000	-
DF	Degrees of Freedom	46	-
CMIN/DF	Chi-Square / Degrees of Freedom	3.252	Very Good Fit
RMSEA	Root Mean Square Error of Approximation	0.078	Very Good Fit
CFI	Comparative Fit Index	0.962	Very Good Fit
TLI	Tucker-Lewis Index (Non-normed Fit Index)	0.945	Very Good Fit

Table (3) presents the model fit indices for the Confirmatory Factor Analysis (CFA) of the job performance variable dimensions, showing how well the model fits the actual data.

The Chi-square value (CMIN) is 149.60, which indicates the discrepancy between the model and the data; however, this value is sensitive to sample size.

Therefore, the ratio of Chi-square to degrees of freedom (CMIN/DF) is used, which equals 3.252, falling within the acceptable range, indicating a good fit of the model.

The RMSEA (Root Mean Square Error of Approximation) value is 0.078, which is within acceptable limits, suggesting a good model fit.

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The model also achieved high values on both the CFI (Comparative Fit Index) of 0.962 and the TLI (Tucker-Lewis Index) of 0.945, reflecting excellent comparative and non-normed fit quality.

Overall, these indices confirm that the model has an excellent fit quality, supporting its use in explaining the relationships among the dimensions of job performance.

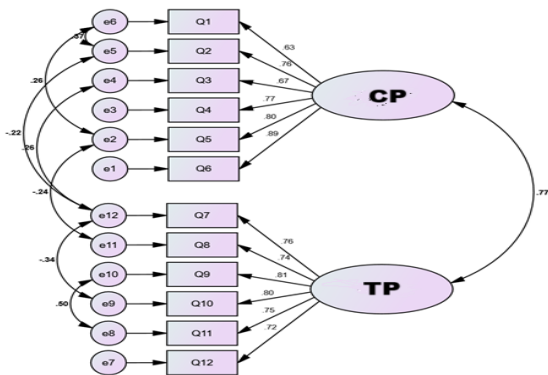


Figure (2) Measurement Model for the Dimensions of the Job Performance Variable

Figure 2 illustrates a confirmatory factor analysis (CFA) model measuring two dimensions of job performance: contextual performance and task performance. Each dimension includes a set of indicators (Q1–Q12) representing latent variables that measure different aspects of job performance.

The small circles labeled with the letter *e* represent measurement errors or the residual variance in each indicator. The curved lines connecting some of the *e* terms (such as *e*1 and *e*2, *e*3 and *e*4, etc.) indicate correlations between measurement errors. This suggests that there may be other factors, beyond the latent variables, that jointly influence these indicators.

These correlations are important for assessing the quality of the factor model, as strong correlations might indicate the presence of additional factors not included in the model that affect employee performance.

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**2- Confirmatory Factor Analysis for the Dimensions of the
Administrative Empowerment Variable**

Table (4) Results of CFA for the Dimensions of the Administrative Empowerment Variable

Dimension	Item Code	Loading Factor
Delegation of Authority	Q17	0.862
	Q16	0.81
	Q15	0.73
	Q14	0.734
	Q13	0.606
Training and Learning	Q22	0.915
	Q21	0.782
	Q20	0.768
	Q19	0.808
	Q18	0.768
Motivating Subordinates	Q27	0.847
	Q26	0.893
	Q25	0.889
	Q24	0.717
	Q23	0.842

Table (4) presents the results of the confirmatory factor analysis (CFA) for the dimensions of the Administrative Empowerment variable, showing the loading factor values for each item within the three dimensions: Delegation of Authority, Training and Learning, and Motivating Subordinates. For the Delegation of Authority dimension, loading values ranged between 0.606 and 0.862. Item Q17 recorded the highest loading (0.862), indicating

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its strong contribution to explaining this dimension, while item Q13 had the lowest loading (0.606).

Regarding the Training and Learning dimension, item Q22 had the highest loading value (0.915), reflecting a strong association with the concept, with the other items ranging from 0.768 to 0.915, demonstrating the homogeneity and good correlation of these elements with the dimension.

As for the Motivating Subordinates dimension, loading values were high, ranging between 0.717 and 0.893, with item Q26 recording the highest value (0.893), indicating its key role in representing this dimension.

Overall, these results indicate that all items exhibit good levels of factorial validity, reinforcing the reliability and effectiveness of the Administrative Empowerment variable's dimensions in the analytical model.

Table (5) Model Fit Indices for the Confirmatory Factor Analysis of Administrative Empowerment Dimensions

Indicator Code	Indicator Name	Value	Quality Assessment
CMIN	Chi-square	235.174	-
p	P-value	0.000	-
Degree of Freedom	Degrees of Freedom	81	-
CMIN/DF	Chi-square / Degrees of Freedom	2.90	Very Good
RMSEA	Root Mean Square Error of Approximation	0.074	Very Good
CFI	Comparative Fit Index	0.961	Very Good
TLI	Tucker-Lewis Index (Non-Normed Fit Index)	0.950	Very Good

Table (5) shows the model fit indices for the confirmatory factor analysis (CFA) of the Administrative Empowerment dimensions, reflecting how well the model fits the observed data.

The ratio of Chi-square to degrees of freedom (CMIN/DF = 2.90) indicates a very good model fit, as this value falls within the acceptable range. The

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RMSEA index (0.074) also indicates good fit quality since it is below the acceptable threshold of 0.08.

Moreover, other fit indices such as CFI (0.961) and TLI (0.950) demonstrate very high levels of model fit, suggesting that the model is highly appropriate for analyzing the relationships among the dimensions of Administrative Empowerment based on the studied data.

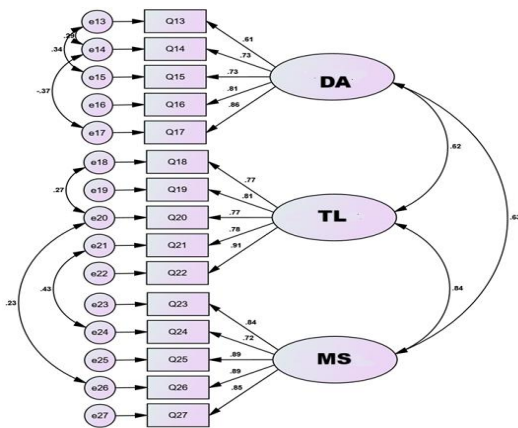


Figure (3) Measurement Model for the Dimensions of Managerial Empowerment

The figure shows a standardized model for the dimensions of the managerial empowerment variable, which are delegation of authority, training and learning, and motivating subordinates. Each dimension includes a set of indicators (Q13–Q27) representing latent variables that measure different aspects of managerial empowerment.

The small circles labeled with the letter "e" represent measurement errors or residual variance for each indicator. The curved lines connecting these errors (such as between e13 and e14, e15 and e16, etc.) indicate correlations between measurement errors, which means that other factors beyond the latent variables may jointly influence these indicators.

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For example, demographic variables such as age and educational level might affect employee performance across the various dimensions of managerial empowerment.

These correlations are important for assessing the quality of the measurement model because strong correlations may indicate the presence of other factors not included in the model that influence employee performance. Therefore, understanding these correlations helps improve the accuracy of the model in measuring the dimensions of managerial empowerment.

3- Confirmatory Factor Analysis for the Dimensions of Human Resources Competency Development Variable

Table (6): Results of Confirmatory Factor Validity for the Dimensions of Human Resources Competency Development Variable

Dimension	Item Code	Loading Factor
Development of Functional Competencies	Q30	0.928
	Q29	0.935
	Q28	0.897
Development of Managerial Competencies	Q33	0.863
	Q32	0.877
	Q31	0.889

Table (6) shows the results of the confirmatory factor analysis (CFA) for the Human Resources Competency Development variable, which consists of two main dimensions: Development of Functional Competencies and Development of Managerial Competencies. The factor loadings for all items are high, exceeding the acceptable threshold of 0.60, indicating a strong association between each item and its respective dimension. The items related to Development of Functional Competencies achieved the highest loadings, ranging between 0.897 and 0.935, reflecting high homogeneity

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with this dimension. The items related to Development of Managerial Competencies also showed strong loadings, ranging from 0.863 to 0.889. These results demonstrate a high level of factor validity, confirming the quality of measurement for the Human Resources Competency Development variable.

Table (7): Fit Indices for the Confirmatory Factor Analysis Model of Human Resources Competency Development Dimensions

Indicator Code	Indicator Name	Value	Quality
CMIN	Chi-square	22.896	-
p	P-value	0.000	-
Degree of Freedom	Degrees of Freedom	8	-
CMIN/DF	Chi-square / Degrees of Freedom	2.862	Very good
RMSEA	Root Mean Square Error of Approximation	0.073	Very good
CFI	Comparative Fit Index	0.993	Very good
TLI	Tucker-Lewis Index (Non-normed Fit Index)	0.986	Very good

Table (7) presents the fit indices for the confirmatory factor analysis model of the Human Resources Competency Development variable's dimensions. The indices indicate a high degree of fit between the model and the data. The chi-square to degrees of freedom ratio (CMIN/DF = 2.862) is within the acceptable range, indicating that the model fits very well. The Root Mean Square Error of Approximation (RMSEA = 0.073) is below the ideal threshold of 0.08, reflecting a high accuracy of model approximation to the data. Additionally, the Comparative Fit Index (CFI = 0.993) and Tucker-Lewis Index (TLI = 0.986) demonstrate excellent levels of agreement between the model and the observed data, confirming the model's strong fit.

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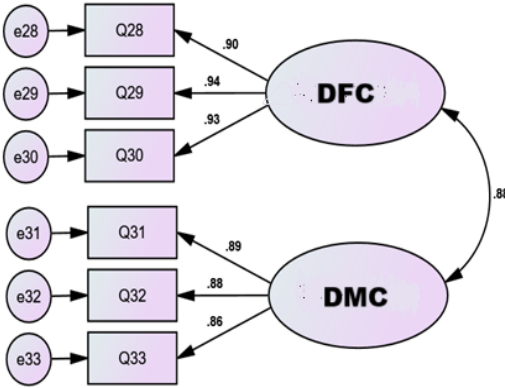


Figure (4) Measurement model for the dimensions of the human resources competency development variable

Figure (4) illustrates a standard model for the dimensions of the human resources competency development variable, namely, the development of functional competencies and the development of administrative competencies. The model demonstrates a strong correlation between the two dimensions, with a high correlation coefficient (0.88). This indicates a significant overlap between functional and administrative competencies, meaning that employees with high functional competencies often also possess good administrative competencies, and vice versa. This strong relationship reflects the importance of developing both types of competencies together to achieve outstanding human resources performance.

In the Second Phase, Confirmatory Factor Analysis was performed on the Overall Measurement Model

In this phase, confirmatory factor analysis was performed on the overall measurement model for all study variables as an integrated whole, rather than analyzing each variable separately, as was done in the first phase. The goal of this phase is to test the consistency and interrelationship of the

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various dimensions of the variables within a single comprehensive model and to determine whether the overall model is consistent with the actual data collected. Multiple fit indices were used to assess how well the overall model represented the relationships between variables and dimensions, ensuring the validity of the results and the reliability and reliability of the model.

Table (8): Results of Confirmatory Factor Validity for the Overall Measurement Model

Variable	Dimension	Item Code	Loading Factor
Job Performance	Contextual Performance	Q2	0.782
		Q3	0.669
		Q4	0.770
		Q5	0.807
		Q1	0.644
		Q6	0.880
	Task Performance	Q8	0.745
		Q9	0.802
		Q10	0.799
		Q11	0.749
		Q7	0.750
		Q12	0.710
Administrative Empowerment	Delegation of Authority	Q17	0.867
		Q16	0.793
		Q15	0.727
		Q14	0.764
		Q13	0.690
	Training and Learning	Q22	0.896
		Q21	0.804
		Q20	0.768

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Variable	Dimension	Item Code	Loading Factor
HR Competency Development	Motivating Subordinates	Q19	0.821
		Q18	0.774
		Q26	0.884
		Q25	0.888
		Q24	0.728
		Q23	0.842
		Q27	0.849
	Functional Competency Dev.	Q30	0.933
		Q29	0.934
		Q28	0.897
	Managerial Competency Dev.	Q33	0.860
		Q32	0.875
		Q31	0.887

Table (8) presents the results of the confirmatory factor validity for the overall measurement model, which includes the dimensions of job performance, administrative empowerment, and human resources competency development. The table shows the loading values for the items within each dimension, with higher loading values indicating that the items strongly reflect the latent variables being measured.

For example, job performance includes two dimensions—contextual performance and task performance. The factor loadings for contextual performance range from 0.644 to 0.880, while those for task performance range from 0.710 to 0.802.

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Administrative empowerment consists of three dimensions: delegation of authority, training and learning, and subordinate motivation. The factor loadings across these dimensions range from 0.690 to 0.896.

As for human resources competency development, the loadings for functional competency development range from 0.897 to 0.934, and for managerial competency development from 0.860 to 0.887.

These results indicate that the confirmatory factor model demonstrates a high level of validity in measuring the various dimensions.

Table (9): Indicators of the Overall Measurement Model

Indicator Code	Indicator Name	Value	Indicator Quality
CMIN	Chi-square	1157.574	-
p	P-value	0.000	-
Degree of Freedom	Degrees of Freedom	459	-
CMIN/DF	Chi-square / Degrees of Freedom	2.522	Very appropriate
RMSEA	Root Mean Square Error of Approximation	0.066	Very appropriate
CFI	Comparative Fit Index	0.929	Very appropriate
TLI	Tucker–Lewis Index (Non-normed Fit Index)	0.919	Very appropriate

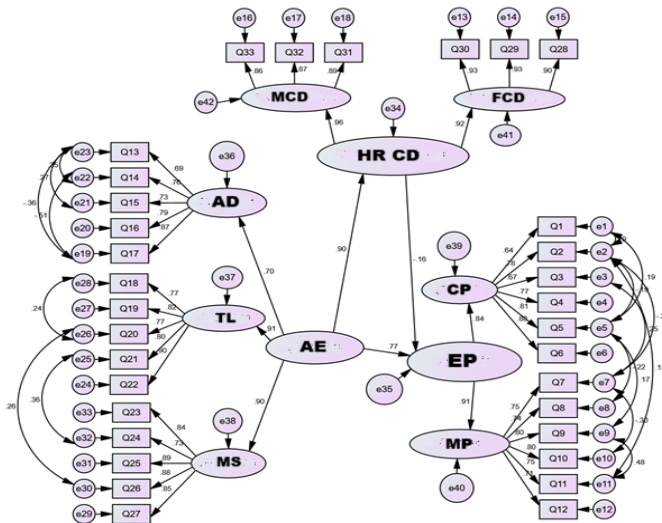
Table (9) presents the indicators of the overall measurement model used to evaluate the adequacy of the confirmatory factor analysis (CFA) model. The results show that all indicators demonstrate a high level of model fit.

For example, the value of CMIN/DF (Chi-square divided by degrees of freedom) is 2.522, indicating a very good model fit. The RMSEA (Root Mean Square Error of Approximation) value is 0.066, which reflects good model adequacy. Additionally, the model achieved a CFI (Comparative Fit

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Index) value of 0.929 and a TLI (Tucker–Lewis Index) value of 0.919, both of which indicate a strong fit between the model and the data.

Overall, these indicators confirm that the proposed CFA model for the overall measurement model is highly adequate and of good quality.



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0.528 and 0.718, all exceeding the minimum acceptable value of 0.50 according to Fornell and Larcker (1981), indicating that the variables in the various dimensions are adequately represented.

Looking at the three variables in the study, we note the following:

Job performance: This variable recorded a CR value of 0.964, a high value indicating high internal consistency. The AVE value of 0.672 also reflects the variable's good ability to represent itself in the model.

Administrative empowerment: Although the AVE for this variable was 0.528, which is slightly lower than the other variables, the CR value of 0.886 indicates an acceptable level of consistency. Therefore, this variable is considered reliable in the model.

Human resource competency development: These dimensions achieved the highest values, recording CR = 0.977 and AVE = 0.718, reflecting the accuracy and excellent representation of this variable in the model.

Table (10): Validity and Reliability Indicators for the Overall Measurement Model

Average Extracted (AVE)	Variance Composite Reliability (CR)	Variable
0.672	0.964	Job Performance
0.528	0.886	Administrative Empowerment
0.718	0.977	Human Resource Competency Development

Discriminant Validity Matrix

The following matrix displays the degree of discriminant validity among the studied variables. According to Fornell & Larcker's criterion, the square root of the Average Variance Extracted (AVE) for each variable (shown on the diagonal) should be greater than the inter-variable correlations, indicating that each variable is distinct from the others:

Table (11): Discriminant Validity Matrix

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	Job Performance	Administrative Empowerment	HR Competency Development
Job Performance	0.820	0.641	0.710
Administrative Empowerment	0.641	0.727	0.683
HR Competency Development	0.710	0.683	0.847

The Structural Model of the Study

After verifying the validity, reliability, and reliability of the measurement model for the study variables, we developed the structural model, or structural equation model. This model is examined only after the quality of the measurements has been verified in the previous step. The structural model aims to provide precise details about the relationships between the studied variables and helps understand how the independent variable directly or indirectly affects changes in the values of the dependent variables. This model is based on previous literature, as demonstrated in related studies, such as Hassan (2018), who examined the impact of independent variables on institutional performance using a structural equation model, and Al-Taher (2020), who applied the same model to examine the relationships between variables in the context of higher education. This model is an important tool for interpreting and analyzing the relationships between variables in scientific research and practical applications.

- The Relationship Between Study Variables with the Presence of a Mediating Variable

The mediating variable refers to the relationship that arises between the independent variable and the dependent variable through its mediating effect. In other words, the independent variable affects the mediating variable, which in turn affects the dependent variable. According to the

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analytical model proposed by Preacher and Hayes (2004), the mediating variable plays a role in explaining "how" or "why" the influence occurs between variables. Preacher and Hayes presented a framework for identifying indirect effects using modern analytical techniques such as bootstrapping.

In this study, the relationship between managerial empowerment (represented by delegation of authority, training and education, and subordinate motivation) and employee performance at Tripoli Medical Center is examined. Human resource competency development mediates the relationship between managerial empowerment and job performance. Therefore, we can say that managerial empowerment influences the development of human resource competencies, and in turn, the development of these competencies influences employee job performance.

Testing the Effect of the Mediating Variable: To test the effect of the mediating variable, the steps recommended by Preacher and Hayes (2004) were followed, in addition to modern academic practices. These steps include:

1- **Testing the Direct Relationship between the Independent and Dependent Variables:** This step tests whether there is a direct relationship between managerial empowerment and job performance without considering the mediating variable. Some studies have shown a positive relationship between administrative empowerment and job performance, such as the study by Muhammad and Rashad (2022) in the manufacturing sector, and the study by Hassan , Emam and Shaaban (2024) in healthcare institutions.

2- **Testing the relationship between the independent variable and the mediating variable:** In this step, we test whether administrative empowerment affects the development of human resource competencies. Several studies have indicated a positive relationship between administrative empowerment and the development of human resource competencies, such as the study by Muhammad and Ali (2021) in the government sector.

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3- Testing the relationship between the mediating variable and the dependent variable: In this step, we test whether the development of human resource competencies affects job performance. Several studies confirm a positive relationship between the development of human resource competencies and job performance, such as the study by Saadi, Maidi, and Nour El-Din (2023) in hospital institutions.

4- Testing the indirect effect: In this step, we test whether the indirect effect of administrative empowerment on job performance through the development of human resource competencies is significant.

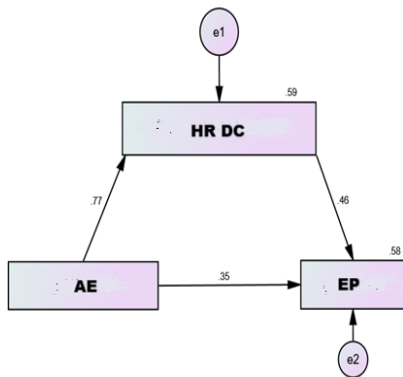


Figure (6) Correlation Analysis Mode

From the values presented in Figure (6), we can interpret the results as follows. The relationship between administrative empowerment and human resource competency development indicates a very strong influence, as administrative empowerment explains approximately 76.9% of the changes in competency development. This indicates that administrative empowerment plays a significant role in improving and developing employee competencies within organizations.

When moving to the relationship between human resource competency development and job performance, we find a moderately strong relationship of 35.0%. This means that competency development indirectly affects job performance, but the effect is not entirely strong, and it indicates that other factors may also contribute to improved performance.

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As for the direct relationship between administrative empowerment and job performance, the effect is also moderate, as administrative empowerment explains 45.5% of the changes in job performance. This indicates that administrative empowerment has a positive impact on improving job performance, but it is not the only effect. There remains room for performance improvement through other factors. The indirect effect of administrative empowerment on job performance via competency development demonstrates a path that begins with administrative empowerment, then passes through human resource competency development, and ends with job performance. This indirect effect is calculated by multiplying the values of the direct paths that comprise the indirect path ($0.77 \times 0.46 = 0.3542$), indicating that administrative empowerment affects job performance indirectly via competency development.

When competency development is included as an intervening variable, the indirect effect increases, strengthening the relationship between administrative empowerment and job performance. The path coefficient between administrative empowerment and competency development was 0.77, and the path coefficient between competency development and job performance was 0.46, meaning the indirect effect was 0.3542. This effect was also statistically significant with a p-value of 0.0041, indicating the importance of the mediating role played by competency development in strengthening the relationship between administrative empowerment and job performance. Based on the analysis results, it can be concluded that developing human resource competencies plays an important role in enhancing the positive effects of administrative empowerment on job performance and should be viewed as an essential element for improving performance within organizations.

- Hypothesis Testing Results Based on Direct and Indirect Relationships

Based on the analysis conducted using the structural model, four hypotheses were tested regarding the impact of administrative empowerment on job performance at Tripoli Medical Center.

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IV DISCUSSION

The study results showed a positive and significant effect of administrative empowerment on job performance, with the path coefficient (0.4243) indicating a strong and clear statistical significance (t -value = 6.5592). This is consistent with many previous studies that have confirmed the positive relationship between administrative empowerment and improved job performance. For example, the study by Muhammad and Rashad (2022) in the manufacturing sector showed that administrative empowerment significantly contributes to improved job performance, which strengthens the credibility of the current results. Researchers in Hassan , Emam and Shaaban's (2024) study also confirmed that administrative empowerment has a positive impact on job performance in the electricity distribution companies sector in Egypt, reflecting the same findings as our study.

Administrative Empowerment and Human Resource Competency Development

The study results confirm a positive and significant impact of administrative empowerment on human resource competency development, with the path coefficient (1.0335) showing a strong effect in this context. This indicates that administrative empowerment not only contributes to improving job performance but also contributes to enhancing individual and collective competencies within organizations. This finding is consistent with the study by Mohamed and Ali (2021), which indicated that administrative empowerment enhances competency development and contributes to improving performance within the government sector. The study by Saadi, Maudi, and Nour El-Din (2023) also supports this approach, as it emphasized the impact of administrative empowerment on enhancing employee competencies in hospital institutions, reflecting the importance of empowering individuals to develop their skills within the workplace.

Competency Development and Job Performance

Regarding the relationship between competency development and job performance, the study demonstrated a positive and significant relationship

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between the two, with the path coefficient (0.700) showing a significant effect. This result indicates that competency development is a pivotal factor in improving job performance within organizations. This result is consistent with the study by Saadi, Maidi, and Nour El-Din (2023), which confirmed that developing human competencies leads to significant improvements in job performance, especially in healthcare institutions. Thus, the importance of competency development as a key tool for achieving career success is highlighted.

Competency Development as a Mediating Variable between Administrative Empowerment and Job Performance

The study results also showed that competency development acts as a mediating variable between administrative empowerment and job performance, as the indirect effect of administrative empowerment on job performance through competency development was clearly statistically significant. This result is supported by numerous previous studies, including the study by Fu (2020), which demonstrated that administrative empowerment enhances employee competency development, which positively impacts job performance. Fattouh's study (2022) also confirmed that developing and cultivating competencies is an important factor contributing to improving job performance, as enhanced competencies serve as a vital link between administrative empowerment and achieving better work results.

Overall, the results of this study indicate that administrative empowerment significantly contributes to improving job performance through its direct impact on the development of human competencies, in addition to the mediating role these competencies play in the relationship between administrative empowerment and job performance.

V CONCLUSION

Based on the results of this research, we recommend several measures to enhance administrative empowerment and competency development within organizations. Among the most prominent recommendations is enhancing administrative empowerment by developing targeted training programs for competency development and offering specialized training sessions in this

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field. The role of leadership and supervision should also be strengthened to ensure effective implementation of administrative empowerment. Furthermore, the integration between administrative empowerment and competency development should be enhanced by adopting comprehensive skills development strategies and integrating training within the framework of administrative empowerment. It is also important to promote effective communication to support this empowerment, in addition to supporting research and innovation in competency development to develop a flexible and creative work environment. Finally, it is essential to direct organizational policies toward achieving sustainable administrative empowerment and encouraging creative thinking to continuously improve job performance.

Based on the findings of this research, the need for future studies emerges to gain a deeper understanding of how administrative empowerment impacts job performance through the development of human resource competencies. The scope of the research could be expanded to address the impact of economic changes and developments in artificial intelligence technologies on improving administrative empowerment and developing competencies. The impact of different cultural contexts on the relationship between administrative empowerment and job performance could also be studied. This would contribute to the development of effective administrative strategies that enhance the competitiveness of organizations, especially in the healthcare sector, which has witnessed significant changes following the COVID-19 pandemic. Furthermore, variables that keep pace with recent developments could be added to ensure the effectiveness of the research in light of new challenges and opportunities.

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