

# **THE IMPACT OF ADMINISTRATIVE EMPOWERMENT ON ORGANIZATIONAL CITIZENSHIP LEVEL ON SAUDI UNIVERSITIES**

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## **Abstract**

*This study aims at investigating the impact of administrative empowerment on Organizational Citizenship Level on Saudi universities. The study population consists of all employees in eight universities under study with different jobs names. Random sample from these universities employees was used where. (380) questionnaires were distributed to eight universities, (342) questionnaire we recollected that is 90% as a response rate. (14) Questionnaire were disregarded due to incompleteness, so (328) questionnaires were valid for statistical analysis purposes. The study concluded a set of results; the most important is that there is a statistically significant positive impact of administrative empowerment (authority delegation teams work, training, effective communication, employees motivation) on the behavior of organizational citizenship behavior (altruism, courtesy, sportsmanship, Civic Virtue and Conscientiousness), The results also showed that authority delegation dimension, is the most important and most influential dimension in organizational citizenship behavior and all its dimensions. This means sufficient authorization powers to perform tasks and to trust subordinates, and providing the opportunity for independent decision taking to contribute positively in enhancing organizational citizenship behavior. Finally, the study recommended a set of recommendations, the most important of which is the need for top management in Saudi university to continue granting powers to employees in order to be independent to make decisions, and Inculcating organizational citizenship behavior in Saudi universities employees by encouraging them to help their colleagues and students, avoiding conflicts in work, exploiting their time in work and ensuring the development and improvement of their tasks.*

**Keywords:** Administrative empowerment, Organizational Citizenship, Saudi universities, HR

## INTRODUCTION

Administrative empowerment is a real investment in human resources of any organization due to its great role in motivating employees, improving their motivation and commitment towards implementing organization business and increasing communication effectiveness between organization, employees and customers. Therefore employee's empowerment helps in accelerating tasks performance and performing organization with distinct quality, efficient and high effectiveness. One of the behaviors that are affected by administrative empowerment in any organization is organizational citizenship behavior. It is a voluntary behavior made by employee optionally, without such behavior is linked direct of organization's incentives and rewards. Employee may exchange his ability to carry out the various activities in the organization by showing the behavior of organizational citizenship behavior through showing behavior that is not classified within its official role as staff and customer of his organization, and to avoid causing problems in it, and performing additional work without complaint, and to ensure the organization effectiveness and development. Therefore the study seeks to shed light on administrative empowerment and organizational citizenship behavior and analysis of their relationship in an important sector in Kingdom of Saudi Arabia that is universities employees.

### Significance of the Study

The study importance emerges through its attempt fill the lack of research related the link between concepts of employees administrative empowerment and the organizational citizenship behavior, where administrative empowerment is one of the main factors that improve employees performance, which leads to organizations stability, while organizational citizenship is considered as one of issues that have a significant impact on staff harmony in organizations.

The study importance stems from the importance of the sector it deals with, namely, the universities sector and the significant role it plays in serving Saudi community and its positive impact as a learning organization. Since enhancing employees citizenship behavior in these universities through employees administrative empowerment reflects positively on students in these Universities, leading to receive better service from those employees.

The study importance also emerges that it will open new horizons for research areas in administrative empowerment and organizational citizenship behavior in many aspects. The results of this study and its recommendations will also contribute to providing important information for decision makers on the level of administrative empowerment and organizational citizenship behavior in Saudi universities. Take appropriate measures to raise the level of efficiency and effectiveness of the employees in these universities.

## Study Problem

Many organizations suffer from the existence of bureaucratic departments that believe in decision centrality and the lack of delegated authority to subordinates, which leads to delay in work completion due to many steps in which transactions completion related to work, which can have negative results at all levels, Therefore the interest in employees empowerment concept emerges in organizations, which seeks to give employees the powers and responsibilities and give them freedom and confidence to perform the work in their own way without administration direct intervention, which leads to encourage employees to participate and to take the appropriate decisions and Eliminate the administrative rigidity between management and employees, which makes the interest of employees empowerment as an essential element for organizations success. Therefore, the implementation of empowerment strategy may help organization to provide a positive level of organizational citizenship behaviour among its employees, which has the effect of encouraging employees to make additional effort and overcome what is expected of them towards their organization.

## Study Objectives

The study aims at the following:

- A. To. Know the impact of administrative empowerment on organizational citizenship level among employees in Saudi universities included in the study.
- B. To know the level of employee's administrative empowerment in Saudi universities included in the study.
- C. To know the reality of organizational citizenship among Saudi universities employees included in the study.
- D. To contribute to increasing efficiency and effectiveness of Saudi universities by presenting recommendations and suggestions that contribute to increasing the implementation of employees empowering concept and granting administrative powers to employees and thus increasing the level of their organizational citizenship.

## Hypotheses of the study

Based on the above mentioned regarding the relationship of administrative empowerment to organizational citizenship behaviour, the hypotheses of the current study are as follows:

**The main hypothesis:** There is a statistically significant positive effect of administrative empowerment (delegation of authority, teamwork, training, effective communication, employees

motivating) on organizational citizenship behavior (altruism, courtesy, sportsmanship, civic virtue and conscientiousness) among Saudi universities employees.

**First Sub Hypothesis:** There is a statistically significant positive effect of administrative empowerment (delegation of authority, teamwork, training, effective communication, motivation of employees) on altruism dimension among Saudi university employees.

**Second Sub Hypothesis:** There is a statistically significant positive effect of administrative empowerment (delegation of authority, teamwork, training, effective communication, motivation of employees) on Courtesy dimension among Saudi university employees.

**Third Sub Hypothesis:** There is a statistically significant positive effect of administrative empowerment (delegation of authority, teamwork, training, effective communication, motivation of employees) on sportsmanship dimension among Saudi university employees.

**Forth Sub Hypothesis:** There is a statistically significant positive effect of administrative empowerment (delegation of authority, teamwork, training, effective communication, motivation of employees) on Civic Virtue dimension among Saudi university employees.

**Fifth Sub Hypothesis:** There is a statistically significant positive effect of administrative empowerment (delegation of authority, teamwork, training, effective communication, motivation of employees) on Conscientiousness dimension among Saudi university employees.

### **Study Limitations**

A. Human limitations: The study was restricted on four governmental universities employees, namely: King Saud University, Imam Muhammad Bin Saud Islamic University, Saudi Electronic University, Princess Noura Bint Abdul Rahman University, and four private universities, namely: Prince Sultan University, Al Yamamah University, Faculties of the East, Dar Al Uloom University.

B. Time limitation: the period from (1/11/2017-1/7/2018).

C. Scientific limitations: administrative empowerment with its different dimensions and organizational citizenship behavior with its various dimensions in Saudi universities.

## PREVIOUS STUDIES

- Musleh & Milhem, (2017) study aims to identify the administrative empowerment and its relationship to the level of organizational citizenship on the application of Palestinian ministries in Qalqilya city, The population of the study consisted of the Palestinian ministries employees in Qalqilya city, The most important results of the research: There were significant relationship between the administrative empowerment domains and the level of organizational citizenship. The researchers have recommended to Developing and training ministries employees and utilized their abilities, through rehabilitation and upgrading their skills by holding specialized training courses, based on job analysis, and Conducting evaluation sessions for employees, and listen to their ideas and examine their needs which should be taken seriously by holding workshops regularly.
- Demirkıran and Taşkaya, (2016) study aimed to examine the relationship between employees' empowerment and organizational stress. The study results indicated that that participants' employees empowerment score was at a moderate level and organizational stress score was high The study also found, negative relationships between employee empowerment and sources of stress authority structure.
- Almasri, (2015) The purpose of this research study is to observe the relationship between job involvement and the organizational citizenship behavior on doctors working at the governmental hospitals. This study also aims at identifying the level of job involvement and investigating the degree of doctors' practicing the behavior of organizational citizenship. The researcher has used the descriptive analytical approach in describing and analyzing the phenomenon. The results of the study showed a positive relationship between job involvement and the organizational citizenship behavior. As it showed a positive relationship between job involvement dimensions (emotional involvement ,cognitive involvement and behavioral involvement) and the organizational citizenship behavior. The research included a set of recommendations and the most important are: Thework on developing doctors' emotional job involvement at the governmental hospitals in the Gaza strip. Enforcing the behavioral involvement for doctors atthe governmental hospitals Increasing the awareness level of organizational citizenship importance for doctors and its results for patients particularly and hospital generally. Working on maximizing and optimizing job involvement and organizational citizenship for doctors regardless of their characters' differences and caring about them since they are recently considered of the most important human resources.
- Harper, (2015) aimed to investigate organizational citizenship behavior towards sustainability in the United States of America. The study used the analytical descriptive approach. The study demonstrated clear concept of organizational citizenship behavior towards sustainability. The

study recommended paying attention for implementing continuously organizational citizenship behavior.

- Jasem et al, (2014) study aimed to measure organizational citizenship behavior towards level for a sample of Economy and Administrative faculty staff in Baghdad University and Dejala University College. The study concluded that there is an interest of these behaviors. The study recommended that there is a need to maintain high levels of organizational citizenship behavior among employees Enabling them to perform the task entrusted to them through granting them more independence and information sharing which is reflected positively on improving their performance levels.

- Affana (2013) study aimed to investigate the relationship between managerial empowerment and the effectiveness of teamwork, and the level of their implementation within National international organizations operating in Gaza Strip.. The study concluded that the level of administrative empowerment and teamwork effectiveness in national international organizations operating in Gaza Strip was high, The study recommends a reconsideration of the overall incentives system, and granting the same with more fair.

- Jawahar, (2013) study aimed to determine the relationship between Job Satisfaction and Organizational Citizenship Behavior among staff members in higher education institutions in India . And also aimed at investigating job satisfaction at work and dos it has an impact on organizational citizenship behaviour. In The study results demonstrate that there is a positive relationship between job satisfaction and factors that constitute organizational citizenship behavior.

The current study is different from the previous studies as it is the first study that deals with the reality of practicing administrative empowerment in Saudi universities and its relation with organizational citizenship level. The researcher believes that more research should be done on administrative empowerment subject and its impact on organizational citizenship level in various Saudi institutions.

## THEORETICAL FRAMEWORK

**First: Administrative Empowerment:** The concept of empowerment is one of contemporary concepts in administrative thought that advance the human element in contemporary organization to advanced cooperation, levels of team spirit, self-confidence, creativity, independent thinking and entrepreneurial spirit, since the concept of empowerment was developed through the Japanese concept "KAIZEN" which includes the continuous improvement and development in various practical fields.

Employees administrative empowerment is a managerial concept that concentrates on human resources care, improving and strengthening the relationship between leader and subordinates because it is the basis for administrative work success, subordinates confidence and make them responsible and provide them with skills that enable them to acquire knowledge and experience to be able to play a greater role in participation in decision-making and problem solving.

Empowerment is an important factor and basic key to develop innovation factor within the organization because it provides an opportunity to develop employee's skills. It is a new way to change organizations towards more competitive and complex future than ever before. It also makes organizations flexible, capable of learning, adapting and catching up competition to meet customer demands, maintain and expand their market share. In order to implement this study, the following dimensions were adopted for administrative empowerment:

1-Authority Delegation: Delegation is the mean used to transfer specific powers to lower levels in the organization, thus employees place themselves at each level of the framework which enable each of them work in, in order to facilitate executive decision-making.

2-Teamwork: is the completion of work within work teams and groups of employees who have common task and collective responsibility, and they meet and exchange experiences witch's help in the task required achievement.

3-Training: it refers to the efforts that aim at providing employees in the organization with the information that provide them with knowledge, skills and behaviors to perform the job in better possible way. Therefore, training process aims is directed to enhance employee's self-confidence, develop his abilities and skills and thus enable him to make decisions and solve work problems.

4-Effective communication: it is a process that aims to transfer and exchange information between different managerial levels, under which concepts are unified and ideas are exchanged.

5-Motivation: Motives play an active role in strengthening relationships between organization and its employees; they are a set of factors that motivate staff capabilities to exert greater effort to achieve better results

## **Second: Organizational citizenship behavior**

The concept of the organizational citizenship behavior concept is relatively one of new concepts in administrative thought, where the concept receives a remarkable attention by researchers



and administrators because of its close relationship with the most important element in the organization, namely the human element. Organizational citizenship behavior is defined as individual voluntary and optional behavior, which does not fall within job description, or within instructions and work contract, or under the formal motives system in the organization, which aims at achieving organization objectives and increasing its effectiveness and efficiency

The importance of organizational citizenship is reflected in organization positive results from internal relations to total output and overall goals. It regulates the mutual relations between individuals and maintains organization unity and contributes to development and improvement of performance and enhances organization efficiency. This increases the size of outputs and achieves success and excellence, due to citizenship flexibility and quitting the routine role, which stimulates creativity and belonging.

In order carry out this study, the following dimensions of organizational citizenship behavior were used:

1-Altruism: It refers to the extent which an employee assists employees s (colleagues, heads, subordinates) in his organization to perform their jobs, and such help also exceeds s colleagues to include to get the optimal service in the organization.

2-Courtesy: It means employee effort to avoid problems rising and work conflicts, and to take preventive measures to prevent them. It also includes his awareness of the impact that his behavior may have on others and therefore his non-aggression on others.

3-Sportsmanship: It indicates employee's ability to perform additional or temporary tasks without complaining, and utilizing his time and effort to perform his tasks.

4-Civic Virtue: It refers to employee's active participation and responsibility in managing organization's works and to ensure its success and development through continuous follow-up of what is written and published as internal announcements and circulars in the organization. It also means respecting organization's laws and regulations, maintaining its reputation and ensuring attendance at meetings and seminars related to work.

5-Conscientiousness: This dimension means employee's voluntary and elective behavior which exceeds the minimum requirements of his job, by performing additional work and making suggestions that contribute to development and improvement of work, and contribute optionally to solving problems in the organization.



## RESEARCH METHODOLOGY

### The Study

This study is based on the descriptive analytical method.

### Data Sources

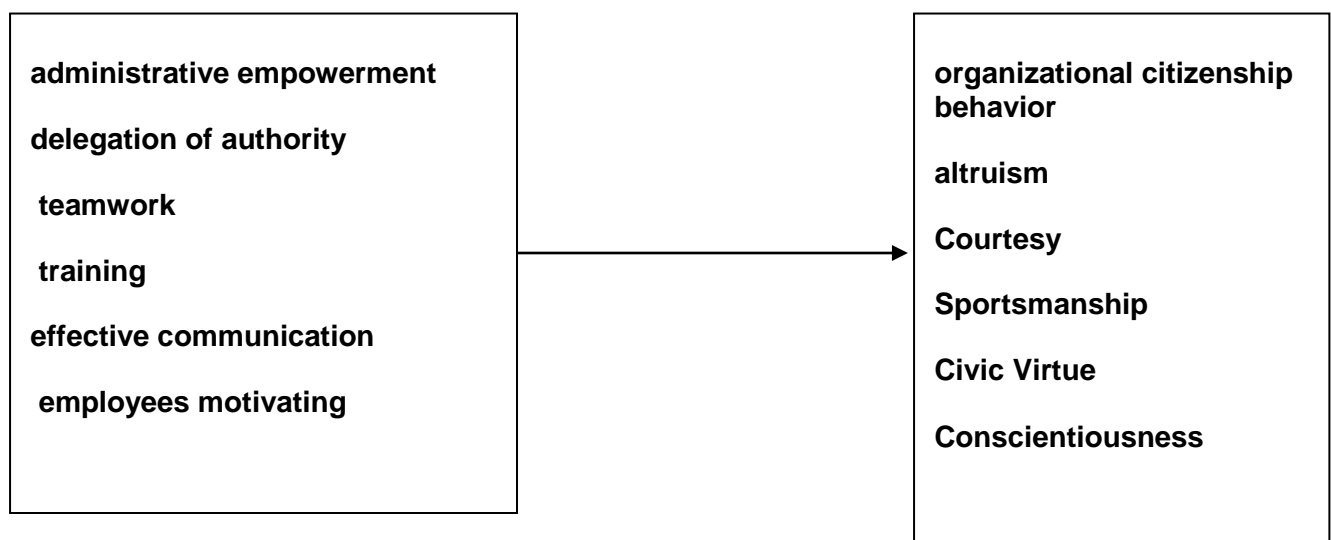
Secondary data was obtained through Arabic and English books and periodicals, formal reports, journals, thesis, and articles issued by official authorities.

To determine the impact of administrative empowerment on organizational citizenship level among employees in Saudi universities, we conducted a survey. First, pilot study with some employees of sample Saudi universities Employee's was undertaken. The purpose of this pilot study is reviewing the dimensions of administrative empowerment and their impact on organizational citizenship level. The second step is developing a questionnaire to collect the needed data from study population.

### Study Population & Study Sample

The study population includes all employees in the eight universities under study with different jobs names. Due to large size of study population and for the selection of a representative sample for this publication, random sample from these universities employees was used where. (380) questionnaires were distributed to eight universities, (342) questionnaire we recollected that is 90% as a response rate. (14) Questionnaire were disregarded due to incompleteness, so ( 328 )questionnaires were valid for statistical analysis purposes.

Figure 1. Proposed Model



## Model Variables

**A. Independent Variable:** it is represented by determinants of administrative empowerment: delegation of authority, teamwork, training, effective communication, employees motivating, measured by questions 1 to 25 as follow : ( delegation of authority: Questions 1 to 5 teamwork: Questions 6 to 10 , training: Questions 11 to 15 , effective communication: Questions 16 to 20 , employees motivating: Questions 21 to 25.

**B. Dependent Variable:** it is represented by determinants of organizational citizenship behaviour: Altruism ,Courtesy ,Sportsmanship ,Civic Virtue ,Conscientiousness, measured by questions 26 to 51 as follow : (Altruism: Questions 26 to 30, Courtesy: Questions 31 to 36, Sportsmanship: Questions 37 to 41, Civic Virtue: Questions 42 to 46, Conscientiousness: Questions 47 to 51.

## Instrument Validity

To find out questionnaire's statements validity, the questionnaire was presented to a group of professional referees. All necessary steps were made either deletion and modify in light of provided suggestions by referees.

## Instrument Reliability

Cronbach Alpha coefficient was used to measure study sample responses credibility of questionnaire statements. This coefficient is based on measurement of questionnaire's statements internal consistency ability to give results compatible to respondent's responses towards questionnaire's statements questionnaire. Alpha can be interpreted as internal consistency coefficient between responses, therefore its value is ranging between (zero and 1), and Alpha coefficient accepted statistical value is (60%) or more in order scale credibility to be.

Table 1: Variables Reliability Values

Variables	Reliability Values
<b>administrative empowerment</b>	Delegation of authority
	Teamwork
	Training
	Effective communication
	Employees motivating
<b>organizational citizenship behaviour</b>	Altruism
	Courtesy
	Sportsmanship
	Civic virtue
	Conscientiousness

## ANALYSIS AND FINDINGS

### Study's sample characteristics

Table 2: Sample Characteristics

<b>Gender</b>	<b>Frequency</b>	<b>Percentage%</b>
male	151	71.2
female	61	28.8
Total	328	100
<b>Age</b>	<b>Frequency</b>	<b>Percentage%</b>
Less than 30	122	57.6
31- 40 years	71	33.5
41-50 years	13	6.1
More than 50 years	6	2.8
Total	328	100
<b>Educational Level</b>	<b>Frequency</b>	<b>Percentage%</b>
high school	41	19.2
diploma	19	9
bachelor's degree	123	58.1
master's degree	29	13.7
Total	328	100
<b>Experience</b>	<b>Frequency</b>	<b>Percentage%</b>
Less than 5 years	128	60.4
5-10 years	63	29.7
11-20 years	11	5.2
More than 20 years	10	4.7
Total	328	100

Table (2) indicates that males percent in study sample was 71.2 % of the total study sample, while female percent was 28.8 %. Males high percent in the sample is due to increase number of male staff. Sample distribution according to Age results indicates that 57.6 % of study sample, are of age group less than 30 years, and it is the highest percent of the total study sample. This reflects the concentration of this group in Saudi university, while the age group(31-40) years ranked the second with 33.5 % of the total sample, 6.1 %of the total sample are of the age group between 41-50 years . Age group (50 +) ranked the last with 2.8 %of the total sample. This indicates that Saudi banks university on employing youth people. Sample distribution according to educational level results indicate 58.1%, of sample is concentrated in those who have bachelor's degree While 19.2 % of the total sample have high secondary school, Those who have master degree ranked the third with 13.7 % of the total sample, While diploma holders amounting 9 % of the total sample ranked the last. Sample distribution by years of experience results indicate that study sample is concentrated on those who have experience less than five years, with 60.4 % of the total sample, because most of study sample are young.

Those who have 5-10 years' experience ranked the second amounting 29.7 % of the total sample, while the percent of those who have experience 11 -20 years with 5.2 % of total sample. Finally, employees whom their experience more than 20 years, amounting 4.7 %.

Table 3: Means and standard deviations of questionnaire statement

No.	Statement	Mean	Standard Deviation
1	My boss grants me sufficient authorities to perform my job tasks	4.35	1.933
2	My boss trusts my ability to perform the tasks entrusted to me	4.18	1.820
3	My boss do not exercise the delegated powers to me during the authorization period	4.84	1.755
4	My boss provides me with the flexibility to act my tasks	4.03	1.562
5	My job provides me with the opportunity to take decisions independently	4.22	1.838
6	Cooperation climes are available between work colleagues	3.32	1.353
7	The university focuses on team performance rather than individual performance	1.21	0.275
8	Trust prevails among members of working groups within the university	3.25	1.934
9	Work teams at the university are able to implement their decisions	2.56	0.566
10	The University supports formation of work teams	3.09	1.105
11	The University adopts clear training plan	4.22	1.351
12	The university provides me with training courses to develop my skills	3.90	1.276
13	The University encourages its staff to share their experiences	3.46	1.123
14	The University offers its employees with opportunities to learn and acquire new skills in work field	3.93	1.292
15	The university seeks to develop its employee's skills	3.65	1.126
16	University instructions are clear and transparent	3.54	1.342
17	Employees can easily contact decision-makers	2.82	0.840
18	The University provides effective communication means	2.94	0.895
19	There is an information system that provides information quickly to decision makers	2.92	0.844
20	The University is easily distinguished by its followed procedures	3.05	1.010
21	The University appreciates employee's efforts	3.96	1.452
22	The University's work system allows me to participate in decision-making	3.42	1.360
23	The salary I receive fit with the efforts I make at work	3.38	1.370
24	I feel with job promotion system fairness at the university	3.11	1.121
25	Staff efficiency is an important criterion in the promotion system	3.0 6	1.012
26	I assist new staff and inform them my experiences	4.28	1.930
27	I help my colleagues to carry out the tasks entrusted to them	4.24	1.865
28	I collaborate with my supervisors to do business best	4.15	1.556
29	I did not hesitate in helping my colleagues when they have many burdens	4.43	1.856
30	I provide students and customers to get excellent service	4.16	1.673
31	I observe to take preventive measures for problems before they occur	3.25	1.245
32	I observe the impact which my behavior leaves on others	3.87	1.561
33	IAvoid calling up problems at work	4.14	1.514
34	I, talk with pleasure with others regarding work advantages	4.10	1.564
35	I, do not violate others rights	4.90	1.956

36	I. do not show displeasure when hospital management makes managerial changes	2.10	0.656
37	I do not hesitate to help others even if this requires additional time	3.88	1.902
38	I, utilize my time to do the work	3.68	1.456
39	I am consulting with my colleagues in the event of action affecting them	4.40	1.323
40	I participate in resolving disputes that happen between employees	3.53	1.524
41	I do additional works required without complaining	4.27	1.436
42	I respect regulations and instructions of my university	3.11	1.544
43	I am interested in university status and future	3.07	0.790
44	I always follow internal advertising and circulars	3.83	0.758
45	I notify management in advance when I cannot attend work	4.35	1.933
46	I take precautions to prevent problems before they occur	4.18	1.820
47	I participate in presenting proposals that will develop work procedures	4.84	1.755
48	I, Avoid exaggerating problems and minor harassment at work	4.03	1.562
49	I contribute to solving problems at my university	4.23	1.838
50	I, Participate in voluntary work that contributes to improving the university image in society	4.03	1.562
51	I, Report errors when I find them inside the university	4.22	1.838

Table 3...

### Study Variables Description

Table (3) indicates means and the standard deviations of research sample responses regarding administrative empowerment dimensions and organizational citizenship dimensions. Table (4) indicates that sample responses regarding administrative empowerment dimensions were more than the mean (3.47), since sample responses on questions related to authority delegation were of high per cent with a mean (4.38) this means that there is sufficient authority delegation that aim at completing the functions of the employees of Saudi universities And that there is appropriate flexibility for tasks performance, followed by questions related to training with a mean (3.84), since it was found that universities in question adopt a clear plan for training and provide training courses to develop their employees skills and abilities. Work teams as a dimension of administrative empowerment ranked the last. Study sample considers that university's systems do not focus on team performance rather than individual performance, and work teams at the university are unable to implement decisions they take.

The main reason for this difference regarding administrative empowerment dimensions order may be due to laws, regulations and principles existence that allow authority delegation to subordinates and focuses employees training importance, which leads to expansion their use in many departments in the university. Some instructions may also have a role in focusing on evaluating Individual performance rather than team performance.

Table 4: Means and Standard Deviations of Administrative Empowerment Variables

<b>determinants of administrative empowerment</b>	<b>Mean</b>	<b>Standard Deviation</b>
delegation of authority	4.38	1.789
teamwork	2.69	0.896
training	3.84	1.233
effective communication	3.05	0.987
employees motivating	3.39	1.28
all paragraphs	3.47	0.898

As for study sample organizational citizenship behaviour, Table (5) results indicate that organizational citizenship behaviour and its five dimensions was more than the mean. Organizational citizenship behaviour mean was (3.98). The highest mean of conscience awareness was average (4.27), which indicates that employees participate in providing proposals that ,may develop work procedures, and contribute to problems solution in their universities and perform volunteer works.

Altruism mean was (4.25) since results indicate that mean of employees interest in Saudi universities to help some of them in performing the work and cooperating with, supervisors, assisting and guiding students and customers to get distinguished service. Results also indicated that the mean for sport spirit dimension was (3.95). Study sample responses show that employees do not hesitate to help others even if additional time is required and that they consult with each other in case measures affecting them were taken. This was followed by courteous dimension mean (3.73), where the responses showed that employees' keenness to avoid calling up problems at work, And not to abuse others rights and to take preventive measures for problems before they occur. Results also indicate that employees show their dissatisfaction when University management make managerial changes. Civic Virtue ranked the last place with a mean (3.71), since respondents responses mean was medium regarding regulations and instructions respect, and follow-up announcements and internal circulars permanently.

Table 5: Means and Standard Deviations for organizational citizenship behavior variables

<b>determinants of organizational citizenship behaviour</b>	<b>Mean</b>	<b>Standard Deviation</b>
Altruism	4.25	1.776
Courtesy	3.73	1.416
Sportsmanship	3.95	1.532
Civic Virtue	3.71	1.089
Conscientiousness	4.27	1.711
all paragraphs	3.98	1.504

## Hypotheses Testing

**The main hypothesis:** There is a statistically significant positive effect of administrative empowerment (delegation of authority, teamwork, training, effective communication, employees motivating) on organizational citizenship behaviour (altruism, courtesy, sportsmanship, civic virtue and conscientiousness) among Saudi universities employees.

Table 6: Simple regression analysis results to test the relationship between the independent variable (administrative empowerment) and dependent variable (organizational citizenship behaviour)

T Calculated	Sig T	F Calculated	Sig F	R	R <sup>2</sup>
13.264	0.000	176.965	0.000	0.586	0.367

Table (6) shows the relationship between independent variable (administrative empowerment) and dependent variable (organizational citizenship behaviour). The administrative empowerment variable (0.367) explained the variation in organizational citizenship behaviour, and the coefficient of correlation is (0.586). (F) Values were (176.965) and the significance level (000.0), which is less than the approved significance level (0.05). (T) Calculated values are (13.264) and the significance level (000.0) is less than the significance level f (0.05). This indicates that the values of F and T are statistically significant. Therefore null hypothesis is rejected and the alternative one is accepted. So there is a positive significant impact of Administrative empowerment on organizational citizenship behaviour. This means that the existing of administrative empowerment in Saudi universities with its different dimensions motivates them to carry out optional and voluntary works that are not included in their official duties.

To investigate the impact of each dimension of administrative empowerment dimension on organizational citizenship behaviour multiple regression test was used. The results in Table (7) indicate that organizational citizenship behaviour is positively and statistically affected by the extent of administrative empowerment of Saudi university employees.

The results of authorization (T = 6.654) and the significance level (0,000) while motivation (T = 3.134 with a significant level 0.000). Training with (T = 5.422 and significance level 0,000), effective communication (T = 2.112 and significance level 0,000), and work teams (T = 2.032 and significance level 0.000). The results also indicated that practicing administrative authorization by staff ( $\beta = 0.337$ ) was the most influential in organizational citizenship behaviour. The training variable ranked the second ( $\beta = 0.291$ ), then the motivation variable ranked third ( $\beta$



= 0.212) then Effective communication ( $\beta = 0.195$ ) teams Work variable ranked the last ( $\beta = 0.112$ ) in the amount of its contribution in influencing organizational citizenship behaviour.

Table 7: Multiple regression analysis results of impact of administrative empowerment dimensions on organizational citizenship behavior

Independent Variable	organizational (dependent Variable citizenship behaviour)			
	B	$\beta$	T	Sig
delegation of authority	0.268	0.337	6.654	0.000
teamwork	0.101	0.112	2.032	0.000
training	0.206	0.291	5.422	0.000
effective communication	0.154	0.195	2.112	0.000
employees motivating	0.184	0.212	3.134	0.000

**First Sub Hypothesis:** There is a statistically significant positive effect of administrative empowerment (delegation of authority, teamwork, training, effective communication, motivation of employees) on altruism dimension among Saudi university employees.

Table 8: Simple Regression analysis results regarding testing the relationship between independent variable (administrative empowerment) and dependent variable (the altruism)

T Calculated	Sig T	F Calculated	Sig F	R	R <sup>2</sup>
12.357	0.000	134.928	0.000	0.590	0.393

Table (8) shows the relationship between independent variable (administrative empowerment) and dependent variable (the altruism). The administrative empowerment variable (0.393) explained the variation independent variable, and the coefficient of correlation is (0.590). (F) Values were (134.928) and the significance level (000.0), which is less than the approved significance level (0.05).

(T) Calculated values are (12.357) and the significance level (000.0) is less than the significance level f (0.05). This indicates that the values of F and T are statistically significant. Therefore null hypothesis is rejected and the alternative one is accepted. So there is a positive significant impact of Administrative empowerment on the altruism behavior. This means that there is cooperation and assistance in accomplishing the work among the employees in the Saudi universities as well as the interest to help the students and the customers to get excellent service.

To investigate the impact of each dimension of administrative empowerment dimension on the altruism behavior multiple regression test was used. The results in Table (9) indicate that

the altruism behavior is positively and statistically affected by the extent of administrative empowerment of Saudi university employees. The results of authorization ( $T = 7.153$ ) and the significance level (0,000) while motivation ( $T = 3.578$  with a significant level 0.000). Training with ( $T = 5.713$  and significance level 0,000), effective communication ( $T = 2.176$  and significance level 0,004), and work teams ( $T = 2.162$  and significance level 0.000). The results also indicated that practicing administrative authorization by staff ( $\beta = 0.368$ ) was the most influential in the altruism behavior. The training variable ranked the second ( $\beta = 0.297$ ), then the motivation variable ranked third ( $\beta = 0.287$ ) then Effective communication ( $\beta = 0.208$ ) Work teams variable ranked the last ( $\beta = 0.165$ ) in the amount of its contribution in influencing the altruism behaviour.

Table 9: Multiple regression analysis results for impact of administrative empowerment dimensions on dependent variable (altruism)

Independent Variable	Altruism) (dependent Variable			
	B	$\beta$	T	Sig
delegation of authority	0.297	0.368	7.153	0.000
teamwork	0.118	0.165	2.162	0.000
training	0.217	0.297	5.713	0.000
effective communication	0.166	0.208	2.176	0.004
employees motivating	0.208	0.287	3.578	0.000

**Second Sub Hypothesis:** There is a statistically significant positive effect of administrative empowerment (delegation of authority, teamwork, training, effective communication, motivation of employees) on Courtesy dimension among Saudi university employees.

Table 10: Simple Regression analysis results regarding testing the relationship between independent variable (administrative empowerment) and dependent variable (the Courtesy)

T Calculated	Sig T	F Calculated	Sig F	R	R <sup>2</sup>
11.275	0.000	121.812	0.000	0.595	0.375

Table (10) shows the relationship between independent variable (administrative empowerment) and dependent variable (the Courtesy). The administrative empowerment variable (0.375) explained the variation independent variable, and the coefficient of correlation is (0.595). (F) Values were (121.812) and the significance level (000.0), which is less than the approved significance level (0.05).

(T) Calculated values are (11.275) and the significance level (000.0) is less than the significance level f (0.05). This indicates that the values of F and T are statistically significant.

Therefore null hypothesis is rejected and the alternative one is accepted. So there is a positive significant impact of Administrative empowerment on the Courtesy behavior.

This means the employees in the Saudi universities take preventive measures before they occur and avoid problems at work. To investigate the impact of each dimension of administrative empowerment dimension on the Courtesy behavior multiple regression test was used. The results in Table (11) indicate that the Courtesy behavior is positively and statistically affected by the extent of administrative empowerment of Saudi university employees.

The results of authorization (6.896) and the significance level (0,000) while motivation ( $T = 3.498$  with a significant level 0.000). Training with ( $T = 5.223$  and significance level 0,003), effective communication ( $T = 2.110$  and significance level 0,007), and work teams ( $T = 2.109$  and significance level 0.000). The results also indicated that practicing administrative authorization by staff ( $\beta = 0.327$ ) was the most influential in the altruism behavior. the motivation variable ranked the second ( $\beta = 0.264$ ), then the training variable ranked third ( $\beta = 0.243$ ) then Effective communication ( $\beta = 0.212$ ) teams work variable ranked the last ( $\beta = 0.189$ ) in the amount of its contribution in influencing the Courtesy behavior.

Table 11: Multiple regression analysis results for impact of administrative empowerment dimensions on dependent variable (Courtesy)

Independent Variable	Courtesy) (dependent Variable			
	B	$\beta$	T	Sig
delegation of authority	0.274	0.327	6.896	0.000
teamwork	0.134	0.189	2.109	0.000
training	0.210	0.243	5.223	0.003
effective communication	0.154	0.212	2.110	0.007
employees motivating	0.232	0.264	3.498	0.000

**Third Sub Hypothesis:** There is a statistically significant positive effect of administrative empowerment (delegation of authority, teamwork, training, effective communication, motivation of employees) on sportsmanship dimension among Saudi university employees.

Table 12: Simple Regression analysis results regarding testing the relationship between independent variable (administrative empowerment) and dependent variable (sportsmanship)

T Calculated	Sig T	F Calculated	Sig F	R	R <sup>2</sup>
11.312	0.001	131.897	0.000	0.585	0.391

Table (12) shows the relationship between independent variable (administrative empowerment) and dependent variable (sportsmanship). The administrative empowerment variable (0.391)

explained the variation independent variable, and the coefficient of correlation is (0.585). (F) Values were (131.897) and the significance level (000.0), which is less than the approved significance level (0.05).

(T) Calculated values are (11.312) and the significance level (000.1) is less than the significance level (0.05). This indicates that the values of F and T are statistically significant. Therefore null hypothesis is rejected and the alternative one is accepted. So there is a positive significant impact of Administrative empowerment on sportsmanship behavior. This means the employees in the Saudi universities do additional work without complaint and consult with each other in case of action affecting them.

The results of authorization (6.965) and the significance level (0,000) while motivation (T =3.488 with a significant level 0.002). Training with (T =5.412 and significance level 0,000), effective communication (T =2.121 and significance level 0,004), and work teams (T = 2.113 and significance level 0.000). The results also indicated that practicing administrative authorization by staff ( $\beta =0.324$ ) was the most influential in sportsmanship behavior. the motivation variable ranked the second ( $\beta =0.291$ ), then the training variable ranked third ( $\beta =0.265$ ) then Effective communication ( $\beta =0.201$ ) teams work variable ranked the last ( $\beta =0.161$ ) in the amount of its contribution in influencing sportsmanship behavior.

Table 13: Multiple regression analysis results for impact of administrative empowerment dimensions on dependent variable (sportsmanship)

Independent Variable	(sportsmanship)dependent Variable			
	B	$\beta$	T	Sig
delegation of authority	0.277	0.324	6.965	0.000
teamwork	0.251	0.291	3.488	0.002
training	0.235	0.265	5.412	0.000
effective communication	0.163	0.201	2.121	0.004
employees motivating	0.109	0.161	2.113	0.000

**Forth Sub Hypothesis:** There is a statistically significant positive effect of administrative empowerment (delegation of authority, teamwork, training, effective communication, motivation of employees) on Civic Virtue dimension among Saudi university employees.

Table 14: Simple Regression analysis results regarding testing the relationship between independent variable (administrative empowerment) and dependent variable (Civic Virtue)

T Calculated	Sig T	F Calculated	Sig F	R	R <sup>2</sup>
10.917	0.000	127.765	0.000	0.597	0.373

Table (14) shows the relationship between independent variable (administrative empowerment) and dependent variable (Civic Virtue). The administrative empowerment variable (0.373) explained the variation independent variable, and the coefficient of correlation is (0.597). (F) Values were (127.765) and the significance level (000.0), which is less than the approved significance level (0.05).

(T) Calculated values are (10.917) and the significance level (000.0) is less than the significance level  $f$  (0.05). This indicates that the values of  $F$  and  $T$  are statistically significant. Therefore null hypothesis is rejected and the alternative one is accepted. So there is a positive significant impact of Administrative empowerment on Civic Virtue behaviour. This means the employees in Saudi universities respect regulations and instructions and deal with Top management in civilized ways.

The results of authorization (6.807) and the significance level (0,000) while motivation ( $T = 4.453$  with a significant level 0.002). Training with ( $T = 4.950$  and significance level 0,000), effective communication ( $T = 3.326$  and significance level 0,000), and work teams ( $T = 3.116$  and significance level 0.001). The results also indicated that practicing administrative authorization by staff ( $\beta = 0.396$ ) was the most influential in Civic Virtue behaviour. The motivation variable ranked the second ( $\beta = 0.312$ ), then the training variable ranked third ( $\beta = 0.297$ ) then Effective communication ( $\beta = 0.266$ ) teams work variable ranked the last ( $\beta = 0.210$ ) in the amount of its contribution in influencing Civic Virtue behaviour.

Table 15: Multiple regression analysis results for impact of administrative empowerment dimensions on dependent variable (Civic Virtue)

Independent Variable	Civic Virtue) (dependent Variable			
	B	$\beta$	T	Sig
delegation of authority	0.271	0.396	6.807	0.000
teamwork	0.163	0.210	3.116	0.001
training	0.209	0.297	4.950	0.000
effective communication	0.195	0.266	3.326	0.000
employees motivating	0.212	0.312	4.453	0.002

**Fifth Sub Hypothesis:** There is a statistically significant positive effect of administrative empowerment (delegation of authority, teamwork, training, effective communication, motivation of employees) on Conscientiousness dimension among Saudi university employees.

Table 16: Simple Regression analysis results regarding testing the relationship  
between independent variable (administrative empowerment)  
and dependent variable (Conscientiousness)

T Calculated	Sig T	F Calculated	Sig F	R	R <sup>2</sup>
5.345	0.000	128.543	0.000	0.494	0.284

Table (15) shows the relationship between independent variable (administrative empowerment) and dependent variable (Conscientiousness). The administrative empowerment variable (0.284) explained the variation independent variable, and the coefficient of correlation is (0.494). (F) Values were (128.543) and the significance level (000.0), which is less than the approved significance level (0.05).

(T) Calculated values are (5.345) and the significance level (000.0) is less than the significance level f (0.05). This indicates that the values of F and T are statistically significant. Therefore null hypothesis is rejected and the alternative one is accepted. So there is a positive significant impact of Administrative empowerment on Conscientiousness behaviour. This means the employees in Saudi universities participate in presenting proposals that will develop work procedures and Avoid exaggerating problems and minor harassment at work. The results of authorization (8.876) and the significance level (0,001) while motivation (T= 6.982 with a significant level 0.009). Training with (T =6879 and significance level 0,003), effective communication (T =5.981 and significance level 0,000), and work teams (T = 4.873 and significance level 0.002). The results also indicated that practicing administrative authorization by staff ( $\beta = 0.765$ ) was the most influential in Conscientiousness behaviour. The training variable ranked the second ( $\beta = 0.576$ ), then the motivation variable ranked third ( $\beta = 0.486$ ), then Effective communication ( $\beta = 0.391$ ) teams work variable ranked the last ( $\beta = 0.284$ ) in the amount of its contribution in influencing Conscientiousness behaviour.

Table 17: Multiple regression analysis results for impact of administrative  
empowerment dimensions on dependent variable (Conscientiousness)

Independent Variable	Conscientiousness) (dependent Variable			
	B	$\beta$	T	Sig
delegation of authority	0.598	0.765	8.876	0.001
teamwork	0.169	0.284	4.873	0.002
training	0.421	0.576	6879	0.003
effective communication	0.293	0.391	5.981	0.000
employees motivating	0.366	0.486	6.982	0.000

## SUMMARY AND DISCUSSIONS

1-Study sample responses showed that there is a positive trend towards administrative empowerment dimensions among employees in Saudi universities. All means for administrative empowerment with all its dimensions were more the mean save work teams dimension. Authorization dimension ranked the first , followed by training ,employees motivation . effective communication and finally work teams.

2-Results showed that there is a positive and high trend towards organizational citizenship behaviour dimensions among employees in Saudi universities, since conscience consciousness dimension ranked the first, followed by altruism , sport spirit dimension, courteous dimension and finally civilized behaviour dimension..

3-It has been shown that there is sufficient authority authorization that aims at completing employees job tasks in Saudi universities and that there is flexibility to perform tasks, universities in question are adopting clear plan for training and provide training courses to develop their employees skills and abilities.

4- Study results showed that university systems do not focus on team performance rather than individual performance. Work teams also in universities are not able to implement decisions they take.

5-It has been shown that there is an interest by employees in providing suggestions that develop work procedures, and interest in assisting and guiding students and customers to obtain distinguished service. It also shows that employees participate in providing suggestions that develop work procedures and participate in voluntary works that participate in improving University image in the community.

6-The results showed that employees showed their dissatisfaction when university management makes managerial changes. The results also showed that employees' interest in observing regulations, instructions, declarations follow-up and internal circulars.

7. The results showed that there is a statistically significant positive impact of administrative empowerment (authority delegation teamwork, training, effective communication, employees motivation) on the behaviour of organizational citizenship behaviour (altruism, courtesy, sportsmanship, civilizational behaviour and conscience awareness).

8. Results indicated that there is a positive impact of administrative empowerment dimension on organizational citizenship behaviour in Saudi universities, since 37% of total variation in organizational citizenship behaviour which is acceptable present in humanities. This means that employees empowerment, delegation of authority, training and motivating increases their organizational citizenship behaviour.



9. It has been found that authority delegation dimension, is the most important and most influential dimension in organizational citizenship behaviour and all its dimensions. This means sufficient authorizations powers to perform tasks and to trust subordinates, and providing the opportunity for independent decision taking to contribute positively in enhancing organizational citizenship behaviour.

## RECOMMENDATIONS

Based on the results, the study recommends the following:

- 1- There is a need to continue granting powers to employees in order to be independent to make decisions, routine ones in particular
- 2-Inculcating organizational citizenship behaviour in Saudi universities employees by encouraging them to help their colleagues and students, avoiding conflicts in work, exploiting their time in work and ensuring the development and improvement of their tasks.
- 3-To increase interest in development, training and qualify employees in Saudi universities through convening training courses based on employees training needs study, in particular those with have direct contact with students.
- 4-Saudi universities should increase interest in work groups and focus on team work spirit by holding workshops and seminars that demonstrate teamwork importance of and the need to implement it in daily work.
- 5-The need to increase the interest in granting incentives based on competence and efficiency, which increases productivity and loyalty, and thus enhance organizational citizenship behaviour among workers.
- 6-The need to increase the interest in holding periodical meetings for employees and to find a effective communication methods to increase of flow of information speed and ease between different managerial levels.
- 7-With regard to future studies, the study recommends the importance of conducting studies on other sectors such as health, agricultural and industrial sectors in Saudi Arabia and the importance of linking other variables that measure organizational citizenship behaviour of among workers.

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