ADMINISTRATIVE EMPOWERMENT AND ITS IMPACT ON THE APPLICATION OF TOTAL QUALITY MANAGEMENT, FIELD RESEARCH (UNIVERSITY OF BABYLON)

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ABSTRACT

Business organization start to apply the concepts of knowledge management, and empowerment administrative, and intellectual capital, and total quality management in order to improve the competitiveness of organizations. The subject of total quality management become administrative concept that occupies the attention of those interested in administration. The successes of their application depend on human element, and the extent of its ability to embrace this new philosophy. The goal of this research is to know the availability scope of empowerment administrative, and the levels of application of total quality management, and to identify the effect relationship between empowerment administrative and total quality management in organization surveyed. This research has been studied the concept and importance of empowerment administrative and total quality management. The researcher supposes that there is impact relationship of significant differences between empowerment administrative and total quality management. This research has been found that there are elements of empowerment administrative in the organization surveyed. The researcher recommended Promote creativity, and encourage well prepared workers to apply the concept of empowerment administrative.

INTRODUCTION

Business organizations witness a fundamental and significant change in their strategies as a result of the significant change in economic activity and the emergence of new data such as globalization and the increased complexity and technological change and increased competition. In order to improve the ability of these organizations to adapt to these new changes and then to respond to the requirements of this change administrates got interested in certain concepts such as Total Quality Management competitive advantage, knowledge management and administrative empowerment which depend on the ability of the human and the efficiency and the way to deal with him on the part of the administration. This has emerged the need the need for interest in the development of human abilities and guiding and motivate and enabling him to work freely without direct intervention from senior management.
As for as administration is conceded, the interest in empowerment administration has increased after the emergence of a new philosophy in the administration as represented by capital intellectual, and strategic management, which represents a shift in management styles, where the success of empowerment depends on the events of regulatory changes associated lead to their adoption, such as the restructuring of organizations, the application of the principles of administration overall quality, and the emergence of the role of the Learned Organization (Melhem .2006 : 142).

To reinforce the importance of empowerment of administrative a former of the Scandinavian airline (Carlzen) proposed that the organizational structure be upside down so that the head of the company (top management) is to be at the bottom, and employees who deal with customers are to be in the top of the pyramid to indicate that all levels of management are working to support an employee who deals with customers to ensure success in his work.

The subject of Total Quality Management concepts become one of the important concepts of administration to the degree that its application success depends on mankind and their ability to embrace this new philosophy.

This research is an attempt to measure the impact of the administrative empowerment in the application of total quality management at the University of Babylon.

Section one: theoretical frame

First: The concept of the administrative empowerment:

The idea of empowerment is based on granting authority and trust for employees to perform their duties freely, which contributes to finding an atmosphere of satisfaction, a sense of interest, increasing responsibility, and then creating a positive stimulating feeling among workers.

Empowerment means providing the members of the team work the necessary power and the necessary means to enable them to the control the work. (Borowicz, 2002: 13) defines it as the sharing of power, authority, and responsibility through delegating it to different levels within the organizational structure.

(AbuBaker.2001:95) states that empowerment means sharing information, changing organizational structures, strengthening, work teams, encouraging, and motivating, individuals to improve the initiative and accept the risks.
Others see that empowerment refers to the balanced transfer of administrative responsibility and authority from managers to subordinates. It also means inviting workers to participate in the decision-making authority (Mustafa 2004: 3) and (Karakoc, 2009: 4). (Krojewski & Ritzman, 2004: 200) see it as the entrance to teams that contribute to transfer responsibility for decision-making to lower levels in the organization.(Effendi, 2003: 11) believes that empowerment managing is giving workers the freedom of decision-making with active participation in the management of the organizations in which they work with dedicating creativity and taking responsibility.(Kings 2002: 30) sees that empowerment is to strengthen the front line of the organization and encourage employees to creativity at work.

After reviewing the previous definitions, it is possible to come up with a definition of the concept of empowerment, which is the administrative practice which contributes to strengthening the role of the individual in the organization through participation in decision-making, motivation, responsibility and providing all requirements to work successfully and effectively.

Types of administrative empowerment:

Researchers gave different views of determining the types of empowerment. Some of them divide in to two types: the first is called granted (formal ) through devolution of powers, and the second is the acquired empowerment ( Legal ), which is given to an individual on the basis of his experience and knowledge (Dewettinck, et, al., 2003, 8).

Some of them divided empowerment administrative into external and internal, where the external refers to the empowerment outside a mechanisms adopted by the management of the organization through the creation of tools and practices that make it easier for employees in decision-making and freedom of action, while the internal one means the self-commitment of the individual and his ability to take responsibility and behaving properly in certain situations accordingly (Erstad, 1997:333).

(Lashley, 1999:169) has cited two types of administrative empowerment:
Restricted empowerment: It is a way of empowerment associated with the management style and philosophy.
Stimulated empowerment catalytic: It is empowerment, which includes freedom of the person and power to control work, and the extent of his sense of accomplishment when presenting initiatives.
Goals and benefits of empowerment administrative:

Empowerment contributes in the liberation of the individual administrative worker restrictions, encouraging, stimulating and rewarding him for taking initiatives and not relying on rigid laws of the organization. Empowerment can contribute to: (Bowen & Lawler, 1995).

- Sense of control over the performance of the individual to work dramatically.
- Sense of the framework.
- Participating in taking responsibility with respect to the performance of the unit or department in which he operates.
- Accountability and responsibility for the context of the work of the individual worker.

There are those who believe that the empowerment of administrative achieve the following objectives: (Hammoud, Lozi, 2008: 260).

- Contribute to the completion of the business more effectively by investing human resources available.
- Increases the motivation of performance to be achieved by the workers.
- Contribute to the elimination of frustration and pressure from work.

(Daft, 2001:502) believes that empowerment is a response to the imperative to achieve the quality requirements of the overall focus of the organizations in the provision of products characterized by high quality and the flexibility necessary to achieve customer requirements as well as reduce the costs and speed of response and that empowerment is an important step in achieving learning.

We believe that the benefits organizations can obtain from empowering employees include the speed of decision-making while ensuring the safety of these decisions, especially at operational levels, as well as the devolution of powers and reduce the workload implications of the upper levels of the organization to ensure the exercise of a kind of censorship.

Stages of the process of empowerment of administrative:

Scientists believe that the administration is not an easy option therefore; the management of the organization needs to implement a series of steps, carried out gradually in several stages to overcome the obstacles that may face application.

From the standpoint of (Daft, 2003, 570), the application of such steps to enable workers should be taken through several stages to be graded as beginning at the lowest level of empowerment is the most basic skills and upward as follows: (Mizel, 2010: 50)

Phase I: starts with the re-design work in order to achieve job enrichment, where the skills of workers seem to be limited and uncomplicated which makes their level of empowerment low.
Phase II: encouraging the submission of proposals. This has impact on the development of their skills, and help to enable them to expand the scope compared to the previous stage.

Phase III: providing for workers who have been found to have the ability and skill the opportunity to participate in decision-making, thereby enhancing their skills, and open the way for them to further development in the area to enable them later.

Phase IV: the formation of working groups of all kinds, including QCbs and Task Forces and emergency teams to solve problems and work in teams and self-teams of special projects for the rehabilitation of the actual stage of empowerment.

Fifth stage: The stage is called empowerment which gives employees decision-making power and control in how to do their jobs, as well as giving them the power to influence and change in different areas of the organization, such as the Millennium organizational structures and systems of rewards.

**Empowerment Administrative Dimensions of:**

The study empowerment requires the knowledge of the administrative empowerment dimensions in order to access its content researchers differed depending on their attitudes and contrast different visions about the philosophical dimensions of empowerment, administrative and can supply a range of these dimensions. (Saadi .2006 : 65)

<table>
<thead>
<tr>
<th>Number</th>
<th>Researcher</th>
<th>Year</th>
<th>Dimensional</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Dowen</td>
<td>1992</td>
<td>Share information, knowledge, power.</td>
</tr>
<tr>
<td>2</td>
<td>Eccles</td>
<td>1993</td>
<td>Power, resources, freedom.</td>
</tr>
<tr>
<td>3</td>
<td>Horine</td>
<td>1995</td>
<td>Freedom, the responsibility for the results.</td>
</tr>
<tr>
<td>4</td>
<td>Brown</td>
<td>1996</td>
<td>Generosity, power, resources, information</td>
</tr>
<tr>
<td>5</td>
<td>Gregorey</td>
<td>1996</td>
<td>Team, anarchy.</td>
</tr>
<tr>
<td>6</td>
<td>Ivancevich</td>
<td>1997</td>
<td>Team, share information, structure.</td>
</tr>
<tr>
<td>7</td>
<td>Choi</td>
<td>1997</td>
<td>Freedom, responsibility.</td>
</tr>
<tr>
<td>8</td>
<td>Ersted</td>
<td>1997</td>
<td>Possess the knowledge, participation in decision-making.</td>
</tr>
<tr>
<td>9</td>
<td>Rubbins</td>
<td>1998</td>
<td>Organizational structure, control.</td>
</tr>
<tr>
<td>10</td>
<td>Griffin</td>
<td>1999</td>
<td>Rehabilitation workers, censorship.</td>
</tr>
<tr>
<td>11</td>
<td>Daft</td>
<td>2001</td>
<td>Freedom, power, share information.</td>
</tr>
<tr>
<td>12</td>
<td>Blanchard et. al.</td>
<td>2001</td>
<td>Share information, freedom, work teams.</td>
</tr>
<tr>
<td>13</td>
<td>Hellrieg et. al.</td>
<td>2001</td>
<td>Power, skills, freedom.</td>
</tr>
<tr>
<td>14</td>
<td>Light et. al.</td>
<td>2004</td>
<td>Power, the availability of information, the possession of knowledge, incentives.</td>
</tr>
</tbody>
</table>

IT can be said that in spite of the differences among researchers in describing these dimensions, they agree that these dimensions lead to empowerment as the empowerment of administrative includes all personnel in the organization, and can therefore adopt the
following dimensions (power, availability of information, the possession of knowledge, incentives) for the purposes of the current search.

**Second: Total Quality Management: Total Quality Management (TQM)**

In the context of globalization and free market economy organizations seek to discriminate on the peers to get through the advantages qualify to stay in the market by meeting the requirements of their customers constantly, ensuring the improvement and continuous development and working to adopt the ideas, making their products meet the requirements of their customers better, or possessing the expertise and the new technologies more than others, meeting the preferences of the recipient, these things make total quality management such a philosophy that senior managements of most organizations seek to adopt, as a component of a supportive and important role in the process survive in the face of challenges, and that any organization wishing to be in the labor market now aware that one of the most important keys to success is to adopt the philosophy of total quality management.

**The concept of total quality management (TQM)**

There are different definitions of total quality management. (Evans, 1993:25) defines it as the concept of an integrated administrative oriented towards continuous improvement in the quality of the product with the participation of all levels and functions of the organization. This definition is close to the definition reported by (Khadr, 1998: 6) (a system of activities geared towards achieving the satisfaction of beneficiaries with giving the powers to the highest staff so that they can make decisions without complications). This definition which talks about the powers and empowerment of decision-making is consistent with the definition of (Daft & Noee, 2001:15) as the overall organization effort directed to continuous improvement of the performance of the processes that represent the performance of individuals systems for accomplishing the tasks entrusted to them.

**The principles of total quality management:**

Total Quality Management has become one of the key pillars organizations, success to strengthen the competitive position of these organizations. A range of important principles on which (TQM).depend can be presented as follows:
Focus on the customer, leadership, involvement of individuals, the entrance of the process, the use of the system at the entrance of the administration, continuous improvement, the entrance to the facts in the decision-making, mutually beneficial relationship with processors.

**Requirements for successful implementation of total quality management:**

Researchers believe that there is a set of requirements must be met if they are to successfully adopt this philosophy. These requirements are. (Al-Shalabi and Daradkeh, 2011: 47) and (Kahlout 0.2004: 87)

1-The senior leadership support of the total quality management through:
   A - Emphasis on vision, mission and values of the organization.
   B - To know and identify the basic processes that needs further development.
   C - To make sure that the organization focuses on the needs of the customer.
   W- Knowledge sources that can be used to finance the activities of quality.
   E - Constantly reviewing performance, and the use of quality methods to develop it.

2 - Creating a general vision of excellence through knowledge of the areas directly related to customer satisfaction and attention.

3 - Working on the application of continuous improvement and development performance.

4 - Considering processors to partners bear part of the responsibility for quality.

5 - Looking at quality as a weapon of competitive influences in design, operations and inventory.

6 - Ensuring staff training on the concepts of total quality management.

7 - Keeping all the causes of fear of the hearts of the staff as a result of the foot on the application of the principles of total quality management or fear of failure.

8 - The need to provide an information system and provide the staff with information constitutes a basic reference in the development process and problem-solving and decision-making.

By considering the above requirements, we can see that most of them are located within the theme of empowerment, which is the administrative cornerstone of the success of the application of the principles of total quality management.

The application of total quality management in the organization requires from senior management to strive to apply these requirements, and to work to develop a culture of finding a mechanism to control the quality of the attention during the entrenchment of the doctrine of the concepts of quality education and training for all members of the organization.
Second Section: the research methodology:

1 –The problem of the study:
The research tries to answer the following question:
- Does the empowerment administrative affect the application of total quality management?

2 - The Importance of the research:
The importance of the current research arises from the importance of the organization under
study first (University of Babylon) and it is significant role it plays in the society as an
organization of knowledge, as well as the topics addressed by the search secondly (enabling
administrative, and total quality management trying to find the base of adequate information
on the level of empowerment of employees at the university, thus contributing to the
solutions adopted by the university administration to address the weaknesses in the
administrative level of empowerment, if any, and take advantage of this entry through the
circulation to other organizations.

3 - Research objectives:
- Investigating the application of total quality management at the university.
- Understanding the relationship between empowerment and administrative Total Quality
  Management.
- Attempting to provide a set of proposals and recommendations on ways and strategies to
  enable workers to ensure check and find the dimensions of excellence within the university
  environment both internal and external.

4 - Research Hypothesis
- There is a significant effect of moral empowerment between administrative and total quality
  management.

5 - Analysis of effect relationships among the dimensions of the research
In order to test the effect relationships among the dimensions of the search, as well as
ascertain the extent morale cross check the validity of the hypothesis of the research, which
refers to a relationship impact of significant differences between the empowerment of
administrative and total quality management, and model using simple linear regression that
can be expressed by the following equation:

\[ y = \alpha + \beta x \]
And then the effect is measured using a multiple linear regression model using the regression equation of the following:

\[ y = a + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + U \]

1. **Effect relationship between the administrative empowerment and total quality management at the macro level.**

This relationship is a test of the hypothesis of research which refers to "there is a relationship impact of high significance to enable administrative and total quality management ", as shown in Table (1) having a significant effect to enable administrative in total quality management, and supports this impact value (F) calculated the amount of (73.49), which is the largest of Tabulated value of (4) within the level of significance (0.05), as evidenced by the coefficient of determination (R²) for the model year that (0.98) of the total quality management explained empowerment administrator in the organization researched, and enhances the value of the regression coefficient (Beta), which shows that (0.61) of total quality management in the organization researched is the result of change, and one unit of empowerment.

**Table (1)Empowerment effect relationship in total quality management at the macro level**

<table>
<thead>
<tr>
<th>Independent empowerment dependent</th>
<th>B₀</th>
<th>B₁</th>
<th>R</th>
<th>R²</th>
<th>F</th>
<th>F₁</th>
</tr>
</thead>
<tbody>
<tr>
<td>T.Q.M</td>
<td>26.88</td>
<td>0.61</td>
<td>0.98</td>
<td>0.96</td>
<td>73.49</td>
<td>4</td>
</tr>
</tbody>
</table>

n = 70                                    P ≤ 0.05

Table prepared by the researcher based on the results of electronic calculators.

2. **Relations impact of empowerment in total quality management at the level of sub-dimensions.**

The results of the regression analysis refer to the impact of every dimension of empowerment in the dimensions of Total Quality Management follow is:

1- Table (2) shows the presence of significant effect after the power in every dimension of total quality management, as were the values of (F) calculated a significant and positive and all greater than Tabulated value amounting to (4) and within the level of significance (0.05) and the degree of freedom (1 , 68 ) the largest value of the effect of variable strength is achieved (73.49) in the variable part of the continuous improvement (TQM) and enhances the effect of the value of the coefficient of determination (R²), which was the value (0.96).
Table (2) Relationship of the distance impact force in every dimension of total quality management

<table>
<thead>
<tr>
<th>Independent empowerment-power</th>
<th>B₀</th>
<th>B₁</th>
<th>R</th>
<th>R²</th>
<th>F</th>
<th>F₁</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teamwork</td>
<td>29.8</td>
<td>0.57</td>
<td>0.82</td>
<td>0.67</td>
<td>6.16</td>
<td>4</td>
</tr>
<tr>
<td>Internal beneficiary</td>
<td>24.7</td>
<td>0.64</td>
<td>0.97</td>
<td>0.94</td>
<td>47.04</td>
<td>4</td>
</tr>
<tr>
<td>External beneficiary</td>
<td>38.2</td>
<td>0.45</td>
<td>0.77</td>
<td>0.59</td>
<td>4.45</td>
<td>4</td>
</tr>
<tr>
<td>Continuous improvement</td>
<td>26.8</td>
<td>0.61</td>
<td>0.98</td>
<td>0.96</td>
<td>73.49</td>
<td>4</td>
</tr>
</tbody>
</table>

n = 70  P ≤ 0.05

Table prepared by the researcher based on the results of electronic calculators.

2 - Table (3) shows the existence of significant effect after the availability of information in every dimension of total quality management, as the value of (F) calculated moral and positive and all greater than Tabulated value amounting to (4) and within the level of significance (0.05) and the degree of freedom (1, 68) and was the largest value of the effect achieved by the variable availability of information is (83.59) in the variable part of the continuous improvement (TQM) and enhances the effect of the value of the coefficient of determination (R²), which was (0.99).

(Table 3) Effect relationship distance the availability of information in every dimension of total quality management

<table>
<thead>
<tr>
<th>Independent variables</th>
<th>T.Q.M</th>
<th>B₀</th>
<th>B₁</th>
<th>R</th>
<th>R²</th>
<th>F</th>
<th>F₁</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teamwork</td>
<td>30.85</td>
<td>0.56</td>
<td>0.86</td>
<td>0.75</td>
<td>9.1</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Internal beneficiary</td>
<td>28.26</td>
<td>0.59</td>
<td>0.97</td>
<td>0.94</td>
<td>50.5</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>External beneficiary</td>
<td>38.38</td>
<td>0.45</td>
<td>0.83</td>
<td>0.69</td>
<td>6.9</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Continuous improvement</td>
<td>29.59</td>
<td>0.57</td>
<td>0.99</td>
<td>0.99</td>
<td>83.6</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>

n = 70  P ≤ 0.05

Table prepared by the researcher based on the results of electronic calculators.

Table (4) shows the presence of significant effect after the possession of knowledge in every dimension of total quality management, the value of (F) calculated a significant and positive and all greater than Tabulated value amounting to (4) and within the level of significance.
(0.05) and the degree of freedom (1, 68) the largest value of the effect achieved by variable possessing knowledge is (128.14) in the internal variable within the beneficiary (TQM) and enhances the effect of the value of the coefficient of determination ($R^2$), which was (0.97).

Table (4) Relationship of the distance impact force in every dimension of total quality management

<table>
<thead>
<tr>
<th>T.Q.M</th>
<th>Independent empowerment-incentives</th>
<th>B₀</th>
<th>B₁</th>
<th>R</th>
<th>$R^2$</th>
<th>F</th>
<th>$F_t$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teamwork</td>
<td>1.76</td>
<td>0.97</td>
<td>0.95</td>
<td>0.90</td>
<td>28.07</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Internal beneficiary</td>
<td>2.4</td>
<td>0.96</td>
<td>0.98</td>
<td>0.97</td>
<td>128.1</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>External beneficiary</td>
<td>14.2</td>
<td>0.79</td>
<td>0.92</td>
<td>0.85</td>
<td>18.01</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Continuous improvement</td>
<td>6.5</td>
<td>0.90</td>
<td>0.98</td>
<td>0.97</td>
<td>102.8</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>

$n = 70 \ P \leq 0.05$

Table prepared by the researcher based on the results of electronic calculators.

Table (5) shows the existence of a significant effect of the following rewards in every dimension of total quality management, as the value of ($F$) calculated a significant and positive and all greater than Tabulated value amounting to (4) and within the level of significance (0.05) and the degree of freedom (1, 68) the largest impact of the value of the variable remuneration is achieved (42.40) in the internal variable within the beneficiary (TQM) and enhances the effect of the value of the coefficient of determination ($R^2$), which was (0.93).

Table (5) Effect relationship rewards in every dimension of total quality management

<table>
<thead>
<tr>
<th>T.Q.M</th>
<th>Independent variables</th>
<th>$B₀$</th>
<th>$B₁$</th>
<th>R</th>
<th>$R^2$</th>
<th>F</th>
<th>$F_t$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teamwork</td>
<td>1.55</td>
<td>-52.6</td>
<td>0.96</td>
<td>0.93</td>
<td>40.72</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Internal beneficiary</td>
<td>1.67</td>
<td>-46.9</td>
<td>0.96</td>
<td>0.93</td>
<td>42.40</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>External beneficiary</td>
<td>1.41</td>
<td>-29.2</td>
<td>0.93</td>
<td>0.86</td>
<td>19.29</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Continuous improvement</td>
<td>1.50</td>
<td>-35.3</td>
<td>0.92</td>
<td>0.85</td>
<td>17.38</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>

$n = 70 \ P \leq 0.05$

Table prepared by the researcher based on the results of electronic calculators.

It is clear from the foregoing that the values of effect relationships between empowerment and total quality management in the organization researched positive relations at the macro level and at the level of sub-dimensions of all and at the level of significance (0.05), and this supports the acceptance of the hypothesis that "there is a relationship impact of significant differences between the empowerment of administrative and Quality Management overall in the organization researched."
Conclusions

The research reached a set of conclusions:

1. The results of the field research shows that there is a positive trend by the respondents on the dimensions of empowerment through the availability of administrative power and the provision of information by the respondents, as well as the exchange of knowledge among the parties to work and strengthen it by giving them bonuses.

2. The results of the research show that there are significant differences between the administrative empowerment and total quality management in the organization surveyed.

3. Greater value effect achieved after owning knowledge within the variable exploiter (administrative empowerment) in the internal variable within the beneficiary (TQM) where she was (128.14).

4. Less value of the effect achieved after power within the variable exploiter (empowerment administrative) variable in the outer part of the beneficiary (TQM) where (4.45).

5. There is a good level of interest in the subject of empowerment in the administrative organization surveyed, which reflected positively on the application (TQM).

Recommendations

1. There must be support and interest on the part of senior management in the organization researched in the development of awareness and understanding of working in the departments of the middle and lower dimensions of empowerment by giving them the power to influence people, and create the conditions appropriate regulatory characterized by trust and the exchange of information and knowledge.

2. The issue of the expansion of the devolution of powers to the administrative levels in Central and supervisory organization researched involving them in decision-making should be taken in to consideration.

3. Promoting creativity in the organization researched and make room for people with skills and competencies for effective participation in the development of plans.

4. Encouraging workers who are willing to apply the concept of good administrative empowerment.
Sources

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3. Melhem, Yahya Salim, (2006), a contemporary administrative empowerment as a concept, the first edition, Cairo, Arab Republic of Egypt.

A. Periodical

B. Conferences

c. Books