

Diagnosis of the relationship between employees empowerment and strategic dexterity

A survey of the views of a sample of teaching staff at the Cihan University

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ABSTRACT

The present study sought to determine the nature of the correlation and impact relationship between the dimensions of employees empowerment and strategic dexterity at Cihan University/Erbil under study. The study was based on the development of a questionnaire consisting of (34) paragraphs for the purpose of measuring the dimensions and variables according to the Likert scale of five weights. As a mechanism for this study in achieving its objectives, two main hypotheses were developed indicating a significant correlation between the dimensions of employees empowerment and strategic dexterity (collectively and individually). And a significant effect on the dimensions of employees empowerment in the strategic dexterity (collectively and individually). The questionnaire was distributed to the functional and teaching staff at the researched university. The study chose a random sample of (75) forms, of which 58 were valid for analysis, ie, the response rate was 77.33%. The study used statistical methods to process, analyze and reach the results by adopting the SPSS program.

The study reached the following results:

- The results of the descriptive analysis showed that respondents' responses were not consistent with the availability of each of the dimensions of employees empowerment and the strategic dexterity in the university in question.
- The existence of a correlation relationship and a significant impact for the dimensions of employees empowerment in the strategic dexterity.
- Finally, the study concluded with a set of recommendations that were drawn in the light of the study results, including:
- The study proposes to the management of the university that when an employee is discovered that he/she has stored abilities, unexploited energies and high self-confidence, he/she should be encouraged, supported and empowered by giving him/her more authorities and involving him/her in the decision-making process.

Harnessing all possibilities for the sections and departments of the university for the benefit of workers, especially those who have distinct talents and capabilities with taking into account the existence of guidance, encouragement and support for workers and seek a positive rapprochement with the departments and decision makers and thus contribute to reduce gaps and find effective ways to access the strategic dexterity.

Keywords: Employees empowerment, Self-motivation, Strategic Dexterity, Opportunities Exploration, Opportunities exploitation.

1. Introduction

Universities are a vital and important tool in contemporary human societies in which the human element is the cornerstone through the different

patterns of interactions that we produce and through which we can judge the effectiveness of these universities in order to keep pace with growth and development, it has to respond to the application of modern methods of management that enhance the ability of the human element in the acquisition of knowledge, skill and administrative professionalism that enables it to achieve the objectives of the university and allow him to show his abilities and creative ideas in

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the field of his job. Therefore, employees empowerment is one of the modern management methods that enables the employee to exercise full authority and assume the responsibilities of his job and it is also one of the building blocks on which the strategy of the university to meet the challenges and developments.

Organizations adopt the concept of employees empowerment, which depends mainly on mutual trust between management and employees by motivating and involving decision-makers and building relationships and communication channels in addition to exceeding the organizational boundaries between management and employees so that they are placed in a center to take responsibility for their abilities and participate in decision-making with senior management. Therefore, the management of leading organizations recognized that the human element in the organization is the way to compete and achieve excellence (Diop, 2014: 203).

The study of the relationship between employee empowerment and strategic dexterity stems from the reciprocity relationship between employees and management. The employees' view of the organization is that they are linked to it as a single organizational framework resulting from the management's behavior with the employees and their interaction with the administration. This relationship is to open the field of empowerment at most levels of the organizational structure for the organization and the participation of its staff in the decision-making process. As a result, the increased empowerment of the management for the employees increases the loyalty of the employees, and thus encourages them to activate their performance in the work and all positively affect the achievement of the strategic prowess of the university. Accordingly, the study will include the following themes:

2. Literature Review

2.1 Theoretical Concepts

2.1.1 Employees empowerment. These include

2.1.1.1 The concept of employees empowerment

In the literature dealing with the subject of empowerment, there are many definitions that define the frameworks of empowerment in terms of concept, dimensions and philosophy. It represents one of the concepts that are traded between organizations, which is based on giving the employees the powers and responsibilities and granting them the freedom to do business in their own way without the intervention of the administration, which means giving confidence to employees and freedom and resources to act in accordance with their personal provisions. There have been many definitions of employees empowerment, some viewed them from the administrative point of view and considered them to participate in power and decision-making and others considered it a means of management, some looked at it as a philosophical view, and others considered it a cultural practice that encourages individuals to take personal responsibility for the development of the way they work, some looked at it as cognitive perceptions consisting of four cognitive dimensions (meaning, efficiency, self-determination, and function effect) (Diop, 2014: 204).

(Eccles, 1993: 17) has already stated in this regard that empowerment means giving employees enough power, resources and freedom of action to make the individuals capable of serving the organization effectively. In the same context, (Robbins, 1998: 379) defines empowerment as giving employees the broad powers to make decisions about aspects of customer service development. (Daft, 2001: 501) defines Empowerment that it is granting individuals the power, freedom and information to make and participate in decision-making.

Some view empowerment as liberating the individual

from strict control, rigid rules and specific policies, and gives him the freedom to take responsibility for his actions. This in turn frees the individual's potential and talents that will inevitably remain unworkable under rigid bureaucracy and authoritarian administrations (Melhem, 2006 : 9). Empowerment is defined as a strategy aimed at freeing the potential of individuals and involving them in the processes of building the organization, since the success of the organization depends on the harmony of the needs of individuals with the vision and the distant goals of the organization (Erekat, 2008: 7). Empowerment is defined as the equal transfer of responsibility and authority from managers to subordinates, as well as support for authority officials, and a sincere invitation to the organization's employees to participate in the authority of decision (Al Indi, 2008: 34).

Empowerment literature has shown that two general trends of empowerment are identified in the work environment: the catalytic and the communicative trends. The communicative trend is the top-down process where empowerment is achieved when the upper levels of the organizational structure share the lower levels of power. Empowerment includes work enrichment practices, self-management teams and work team autonomy. The motivational model focuses on the tendency of employees to demonstrate sufficient empowerment, confidence in the ability to perform tasks, the ability to influence work, the freedom to choose how to perform tasks and the sense of the importance of work (Diop, 2014: 204).

Based on the above, the two researchers see that the empowerment is as a strategy aimed at freeing the potential of individuals and involving them in the processes of organization building through the transfer of responsibility and authority and inviting employees to participate in information and knowledge and in

problems analyzing and decision-making so that the subordinate becomes responsible for the quality of the works he/she performs.

2.1.1.2 Employees Empowerment Motivations

According to (Wilkinson,1998), two sets of motives were used to justify the adoption of empowerment by organizations: First, the Democratic Humanism which can be observed in response to the principles of extreme scientific management and the problems of alienation resulting from it, this humanism is remarkable in McGregor's research and his theory (X and Y), while the theory of (X) assumes the unwillingness of the workers to work and the avoidance of responsibilities because their main motivation is material, while the theory of (Y) takes a better positive dimension in its view of the workers and it assumes that they love work and want it not only with a financial motive but with a set of moral motivations that reinforce their positive attitudes towards work, in particular the achievement of self-needs and contribution to the activities of the organization and their preference for self-censorship and their motivation to assume meaningful and challenging work responsibilities. These hypotheses were reflected in a subsequent psychological research group that reinforced the validity of theoretical assumptions (Y), and in particular "Maslow model" of the hierarchy of human needs and Herzberg's motivation theory. The second motivation for adopting empowerment is economic which is based on the assumption that workers have opportunities to contribute to the success of the organization and are closer to the details and circumstances of the work, and then more capable and better to propose improvements that raise the quality of work, which are not expected to be proposed by managers (Sharif, 2002: 80).

(Cole, 2005: 279) believes that empowerment increases the organizational flexibility and responsiveness and

can strengthen the organization's relationship with customers and processors. (Luthans, 2005: 423) asserts that empowerment helps or encourages creativity because workers have the freedom to test new ideas and make decisions that lead to doing things in new ways. We conclude from Luthans that organizations that prioritize the primacy of creativity among competitive priorities. Therefore, the strategy of empowerment must be adopted in order to provide the appropriate creative environment for employees through delegation, self-control, discretion and participation in decision-making.

In the same context, (Eccles, 1993) presented several indicators that were motivated to adopt the empowerment strategy as follows (Sharif, 2002: 81):

- Empowerment is a response to the need for a business environment under competitive conditions that requires the use of all the capabilities of the Organization, especially humanity, to achieve the Organization's goals.
- Empowerment is a response to the information revolution and its efficiency, with the great potential of providing information to everyone and facilitating its handling with the flexibility of being in the right place because of the communications revolution and its technologies.
- Availability of human resources with high expertise and high skills that can be effectively used to achieve organizational goals.

2.1.1.3 Dimensions of Employees Empowerment

Empowerment is one of the most important administrative terms addressed by many writers and researchers in different fields, which contributed in one way or another to the emergence of different and multiple dimensions of the term, and in this aspect (Daft, 2010) suggested four dimensions and considered them the basis in the formation of empowerment and

its success, (Al-Buhaisi, 2014: 13):

- Information: Providing information about all aspects of the organization and providing it to employees.
- Knowledge and skills: The acquisition of knowledge and skills by employees is an important factor in implementing the empowerment strategy, ensuring its success and contributing to joint efforts to achieve the objectives of the organization.
- The fact that employees have the power to make fundamental decisions seems necessary in implementing the empowerment strategy. The reality of many organizations today is that they give their employees the power to influence their business processes through quality workshops and self-managed teams. These teams are given the freedom to make daily decisions when required and take actions without the need to direct.
- Rewards: Mean rewarding employees for their performance in the organization. The best financial rewards for employees can be provided in two ways:
 - a. Participation in profits.
 - b. Contribution to capital.

(Brown, 1996: 197) focused on three dimensions that were considered key factors to ensure the application of empowerment and he presented them under the following headings:

- a. **Quality:** that is, the quality message must be understood by all and that the responsibility for achieving the overall quality lies with all members of the organization.
- b. **Resources:** It means that quality techniques, its tools and resources must be available to all employees.

- c. **Delegation:** It means giving employees in supervisory lines more authority to make decisions in the situations encounter them at work.

While (Robbins, 1998: 16) focused on two main factors that were not mentioned in the two studies mentioned above:

- a. **Control:** It means the transformation of the control pattern from the direct traditional formula to the indirect control, called self-censorship.
- b. **Organizational Structure:** The need for an enabling approach to a structural pattern is different from what is adopted in traditional organizations, because the application of empowerment means that the organization is transformed from an organization of control and orders into an organization of empowerment, with limited administrative levels and flat organization, which in turn requires a flexible adaptive structure adapted to the position requirements faced by the organization within uncertain variables.

(Sharif, 2002, 63) identifies the dimensions of empowerment by sharing information, freedom, independence and possessing knowledge as the dimensions agreed upon by writers and researchers in this field.

In line with the above mentioned with regard to the dimensions of empowerment as discussed by studies and research analysis and testing, specifically those that formed the common denominators of most studies and in order to shed light on these dimensions and to prepare them for field testing by the present research, the dimensions of empowerment are self-motivation, participation in decision-making and delegation of authority.

The following is a brief explanation:

Self-motivation: it represents the degree of the positive feeling among staff that the university administration encourages them to take personal responsibility in addition to appreciating their efforts in work and helping them to feel the sense of achievement.

Participation in decision-making: It is represented in expanding the role of subordinates in the decision-making process, taking into account the suggestions, recommendations and individual and collective views expressed by subordinates, which enables access to the most effective decisions and ensures their easy implementation.

Delegation of authority: The degree of the head's abdication to a part of his/her authorities and giving them to the staff to perform the tasks entrusted to them.

2.2 The concept of strategic dexterity, including

2.2.1 The Concept of Strategic Dexterity

The researchers point out that the word "Ambidexterity" is of Latin origin which means Laplume (2010: 20), as well as several meanings, namely the use of both hands with equal ease or multiple uses. Duncan is the first who used the term "Ambidexterity" in the organizational context in 1976 and he describes it as the organization's ability to apply double structures to manage trade-offs arising from a focus on harmonization and adaptation (2013: 10 Rooijakkers). This concept was used to denote the ability to combine different stages of creativity, efficiency, adaptability, flexibility, the ability to adapt, and market competitiveness, (Adler & Heckscher, 2011: 4), (Rooijakkers, 2013: 10) refers to dexterity as the ability of the organization to exploit all existing competencies and explore new opportunities at the same time.

(Laplume, 2010: 129) referred to strategic dexterity as a secondary field arising from the theory of strategic

management on exploration and exploitation and focused on the dialectical relationship between the internal environment and the external environment and the occasional effects on the role of changes in performance and survival. Furthermore, it is the ability of the organization to continue to explore the markets for a new product and to exploit the current product simultaneously while examining its impact on the organization's performance (Venkatraman, Lee & Lyer, 2008: 1). On the other hand, Strategic dexterity is defined as the ability of an organization to integrate or combine exploration and exploitation strategies across resource, market, and product areas (Judge & Blocker, 2008: 916). While (Hun, 2005: 16) demonstrates the Strategic dexterity as the organization's ability to manage strategic contradictions in a timely manner for the benefit of the organization in the short and long term.

(Voss & Voss, 2012: 2) referred to the concept of strategic dexterity within the fields of product and market, as he pointed out that the organization can achieve strategic dexterity by combining exploration and exploitation within the fields of product and market, as follows:

- Utilizing the current product capacity to exploit new customer markets, which are in line with the strategy of growth and market development.
- Exploring the capabilities of the new product targeted at existing customers, which correspond to the strategy of growth and product development.

Whereas the dexterity of the product explores the capabilities of the new product and exploits the capabilities of the current product at the same time, while exploring the market's dexterity of new markets and exploiting existing customers at the same time.

(Chandrasekaran, 2009: 1) points out that to achieve competitive advantages, organizations must realize a

balance between creativity and improvement, and strategic dexterity is one of the mechanisms that helps to achieve the proper balance between the two. Three solutions are proposed for this balance: cognitive dexterity, contextual dexterity and structural dexterity. Cognitive dexterity is the dynamic ability of the organization at the strategic level, making it easier to make decisions about the right balance between creativity and improvement. Contextual dexterity helps to combine decisions between strategy and project levels through disciplined project management. Finally, structural dexterity helps to facilitate the simultaneous implementation of innovation and improvement at the project level through outstanding rewards, project team and leadership structures.

However, both (Prange & Schlegelmilch, 2009: 219) and (Laplume, 2010: 11) defined levels of strategic dexterity at four levels, as shown in the following figure:

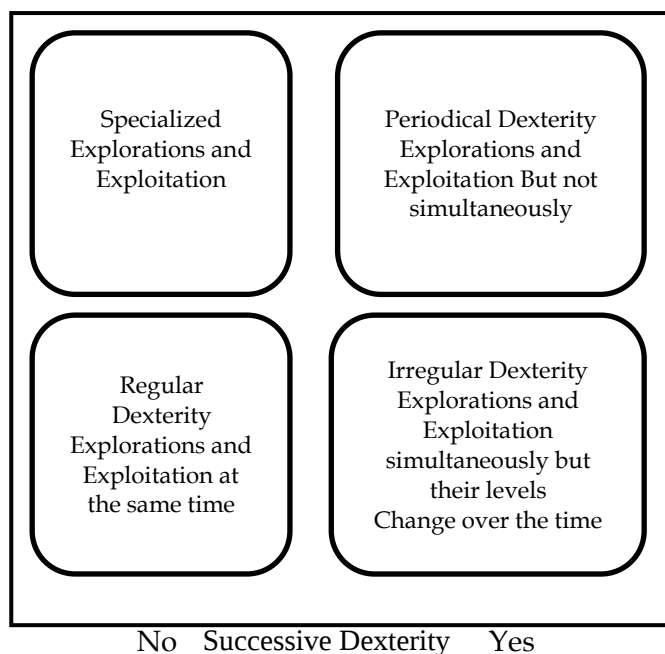


Figure (3) Strategic Dexterity Matrix

Source: Laplume, Andre, (2010), Heuristics for strategic ambidexterity: Balancing exploration and exploitation over time in varying environments, the degree of Doctor of Philosophy, Department of Business

Administration, Asper School of Business, University of Manitoba, p 11.

Based on the above, the researchers see that the strategic dexterity represents the efficient organization's ability to respond to market demands by identifying exploration strategies and exploiting it in practice.

2.2.2 Dimensions of Strategic Dexterity

The researchers tried to describe the strategic dexterity through a set of dimensions that came after analyses and interpretations of all aspects related to it to give the objective picture of it in accordance with their vision about its content, Each one of (Chandrasekaran, 2009), (Laplume, 2010), and (Popadiuk, 2012) identified that the strategic dexterity has two main dimensions:

2.2.2.1. Exploration

Exploration involves the development of new knowledge, the experience of promoting difference, and the motivation for more radical innovation. It includes, according to (March, 1991), many things such as "research and variation", risk, experimentation, playing, flexibility, discovery and innovation. "From the point of view of knowledge and learning, exploration is the pursuit of what has come to be known, and as such, it involves research that crosses organizational and technological boundaries (Laplume, 2010: 15). "In the same context, (Charles & Michael, 2008: 195) assert that exploration involves research, discovery, independence, creativity, creative risk taking, proactive identification and service of new markets, while exploration usually includes the development of innovative products, the discovery of new technologies and the discovery of exploited markets (Judge & Blocker, 2008: 918).

Exploration focuses on developing a new product or market capabilities and exploring a product that can lead to architectural innovations that change the links between subsystems and intermittent creations that alter the essence of the product subsystem (Voss &

Voss, 2012: 3). Whereas exploration is represented in the search for and making attitudes and new markets and attacking strategies (Azabo, 2010: 92). And includes the development of new knowledge that can contribute positively to creativity (Hoefs, 2012: 27). While according to (Prange & Schlegelmilch, 2009: 217), it involves innovation, risk, invention and new capacity building. Furthermore, (Laplume, 2010: 15) explains the exploration allows organizations to create new and innovative products, explore previously untapped markets, develop new resources, capabilities and efficiencies. Therefore, exploration will benefit the organization in the long run by increasing its effectiveness in terms of market share growth, sales growth and new products.

(Prange & Schlegelmilch, 2009: 217), as well, confirm that exploration is the experience of new alternatives and find that exploration refers to the experience of new alternatives, which will have uncertain, remote and often negative returns. In this context, (Laplume, 2010: 16) shows that exploration achieves long-term benefits and costs in the short term and confirms that exploration rarely achieves early benefits, Therefore, the success of exploration requires a longer period of time, more independence, flexibility and risk, and less formal control systems (Charles & Michael, 2008: 197).

Based on the above, the researchers believe that exploration is the ability of the organization to search for new opportunities and to get ready to be adapted to changed markets and that leads to the emergence of new customers, and this requires new knowledge that is different from current knowledge and distinguished by researching, difference and flexibility.

2.2.2.2. Exploitation

According to (March, 1991), exploitation shall include things such as refinement, choice, production, efficiency, selection, application and implementation

(Roosjakkers, 2003: 9) while according to (Laplume, 2010: 16) it may be defined as the use and development of known objects. Whereas, according to (Huang, 2008: 27), exploitation also means refinement and improvement of existing knowledge which refers to activities and learning through a particular research, refinement and improvement of what already exists (Roosjakkers, 2013: 10) and the reliance on existing competencies to succeed again according to (Laplume, 2010: 19).

(Charles & Michael, 2008: 195) also indicates that exploitation is about efficiency, productivity, control, certainty and reduction of variance, while (Huang, 2008: 5) asserts that the essence of exploitation is the purification and expansion of existing competencies and technologies. In the same context, (Prange & Schlegelmilch, 2009: 217) describe exploitation as refinement and expansion of competencies techniques, models, and returns that are positive, close and predictable.

Exploitation benefits organizations by allowing them to develop their existing capabilities and capitalize on core competencies in the short term. Whereas, empirical researches have shown that exploitation increases organizational efficiency in terms of profitability or return on assets (Laplume, 2010: 18). However, (Szabo, 2010: 10) believes that over-exploitation may lead to a deterioration of the business model, loss of organizational support, market exploitation, loss of flexibility and the survival of the organization. In this context, (Laplume, 2010: 19) argues that the tendency towards rigid exploitation can prevent organizations from responding effectively to environmental change, and that the focus of staff on doing what they are currently doing more efficiently can lead to trouble and a crisis in their performance. While, (Charles & Michael, 2008: 197) assert that the success of exploitation requires

efficiency, discipline, incremental improvements and continuous innovation.

Based on the above, the researchers believe that the exploitation of opportunities represents the ability of the organization to improve activities to create a value in a short time as it is designed to meet the current needs of customers in the current markets and seeks expanding knowledge and developing current services.

3. The curriculum of the study, contains

3.1 Study problem

Educational institutions operate under changing and unstable environmental conditions; at the same time, they face strong competition in their field of work. This type of competition is more prominent among private universities. Where Kurdistan Region of Iraq currently embraces (15) fifteen private universities. As a result of the competition mentioned above, these universities are constantly working to search for everything that contributes to make them more discriminating and superior than others, thus strengthening their competitive position. The present study assumes that the promotion of this competitive position may require the achievement of strategic prowess which can enable the workers to play a role in achieving it. Thus, the problem of the study can be clarified through the following questions:

- Does the university's teaching staff have a clear vision about the essence and the importance of employees empowerment?
- Does the university's teaching staff have a clear vision about the strategic dexterity and its dimensions?
- Is there a significant correlation between employees empowerment and strategic dexterity in the researched university?

- Is there a significant impact of employees empowerment in the strategic dexterity at the researched university?

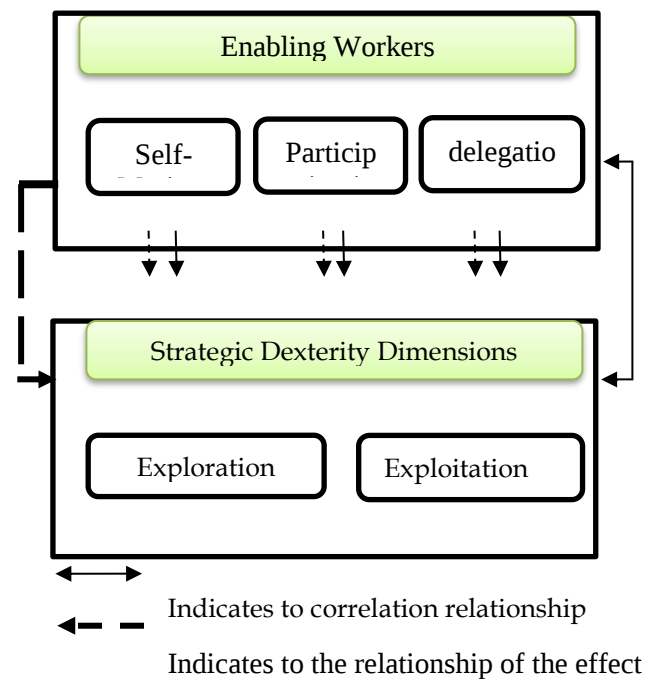
3.2 Objectives of the study

The present study aims to achieve the main objective which is determining the relationship between the empowerment and the strategic dexterity at the university. To achieve this objective, the present study seeks to:

- Provide a theoretical framework on employees empowerment and strategic dexterity.
- Describe and diagnose the dimensions of employees empowerment and strategic dexterity.
- Identify the nature of the link between employees empowerment and strategic dexterity in the researched university.
- Identify the influential role of the dimensions of employees empowerment in strategic dexterity at the researched university.

3.3 The model of the study

The methodological treatment of the problem of the study requires in the light of its theoretical framework the design of a hypothesis model as shown in Figure (2), which illustrates the relationship of correlation and impact between the employees empowerment and the strategic dexterity at the university in question and which proves its achievement or not according to the results of analysis of statistical tests. In their design of this model, the researchers relied on the dimensions of employees empowerment (self-motivation, participation in decision-making and delegation authority), which represent the independent variable. The dependent variable is the strategic dexterity and its dimensions of exploration and exploitation.



Source: prepared by the two researchers

Figure (2) Study model

3.4 Study Hypotheses:

In accordance with the objectives of the study and a test of its model, the study relied on the following hypotheses:

3.4.1. The first main hypothesis

There is a significant correlation between the dimensions of employees empowerment and the dimensions of strategic dexterity at the University researched where the following sub-assumptions emerge:

- There is a significant correlation between self-motivation and strategic dexterity.
- There is a significant correlation between participation in decision-making and strategic dexterity.
- There is a significant correlation between delegation of authority and strategic dexterity.

3.4.2. The second main hypothesis

There is a significant effect of the dimensions of employees empowerment in the cultivation of strategic dexterity in the universities researched where the

following sub-assumptions branch out:

- There is a significant effect of self-motivation on strategic dexterity.
- There is a significant influence to participate in decision-making on strategic dexterity.
- There is a significant effect of the empowerment on strategic dexterity

3.5 Society and Study Sample

The study community is represented by Cihan University - Erbil. This University was chosen because universities are the most suitable field to test the hypotheses of the current study compared to other organizations because the employees of this university have a variety of educational levels that fit the study objectives. In addition to being an old university compared to private universities in the Region and has scientific and humanitarian specialties and morning and evening study. The researchers are represented by the teaching staff at the researched university.

3.6 Sources and Methods of Data Collection

The data were collected from primary and secondary sources. The study relied on collecting data from primary sources to cover the practical framework of the study through the use of the questionnaire method whose variables were designed using the tang (Al-Bahaisi, 2014) & (Laplume, 2010) studies, as well as some questions derived from the dimensions of strategic dexterity taking into consideration the environment of the researched university. While relying on the available books, published researches and periodicals in building the theoretical framework of the study from its secondary sources.

3.7 Methods of Statistical Analysis of Data

In order to reach accurate indicators to serve the current study and to test hypotheses, the study adopted a set of statistical methods are as follows:

- Percentages, frequencies, arithmetic averages, and standard deviations to describe the variables of the study and its diagnosis.
- Simple correlation coefficient to determine the strength and nature of the relationship between the study variables.
- Simple linear regression to measure the moral effect of independent changes in the dependent variable.

The statistical (SPSS V.15) program was used to find and extract the frequent distributions, the arithmetic average and the standard deviation, as well as the results of correlation and regression.

3.8 Limitations of the Study Methodology:

The boundaries of the study can be divided into temporal and spatial boundaries:

- Temporal Boundaries: The temporal boundaries of the study were extended between (1/12/2017) until (15/3/2018).
- Spatial Boundaries: The spatial boundaries of the study are represented by Cihan University - Erbil, to which the study was applied.
- Methodological limits: Employees empowerment and strategic dexterity.

4. Empirical Section..

4.1 Characteristics of the study sample

(75) Seventy-five questionnaires were distributed to the teaching staff at the university, of which 58 were returned for analysis, ie, the response rate was 77%. Table (1) shows the distribution of individuals according to their individual characteristics.

Table (1) shows that the age groups were divided between (less than 35 years and more than 45 years), the majority of the shown age groups are the category (less than 35 years) whose percentage was (44.8%) from the individuals of the study community, and the age groups (35-45 years) reached to (24.2%), and the age group (over 45 years) reached to (31%). It also indicates

that (77.5%) of the researched people are male, and (51%) of them are female. It is noticed that (86.2%) of the researched people have doctorate and master's degrees which enables them to understand the components of the questionnaire and to deal with it scientifically. It indicates that (29.4%) of them have service less than (3) years which is considered the lowest category of service for the researched people, and the largest percentage is (39.6%) who have service between (3-7) years which enables them to give a clear perception of the variables related to the current study and the impact on their work.

Table (1) The distribution of individuals according to their individual characteristics

S	Characteristics	Categories	Number	Ratio
1	Age	Less than (35) years	26	44.8
		(35) - (45)	14	24.2
		More than (45)	18	31
		Total	58	100
2	Gender	Male	45	77.5

3	Certificate	Female	13	22.5
		Total	58	100
		Doctorate	21	36.2
		Master	29	50
4	Duration of service at the current job status	Bachelor and below	8	13.8
		Total	58	100
		Less than 3 years	17	29.4
		3-7 years	23	39.6
		More than 7 years	18	31
		Total	58	100

Source: Prepared by researchers.

4.2 Description and diagnosis of study variables

This section deals with the description and diagnosis of the dimensions of the empowerment of the employees referred to in the theoretical aspect of the study, which is based on the study model (self-motivation, participation in decision-making and delegation of authority), and the extension of the strategic dexterity of exploration and exploitation, and however Appendix (2) shows the frequency distributions, the values of the arithmetic mean, the standard deviation and the level of the sample under study, and its analysis is as follows:

4.2.1 Dimensions of employees empowerment

4.2.1.1. Self-motivation

The results in Appendix 2 indicate that the respondents' responses to this dimension through their indicators (X5-X1) tend toward disagreement and (30.34%) of those responses with an average of (2,874) and a standard deviation (1.0874), while the percentage of disagreement on the indicators of this area (35.48%), indicating the lack of self-motivation indicators in the researched university.

4.2.1.2. Participation in decision-making

The data in Appendix 2 refer to the frequency distributions, the values of the arithmetic mean and the standard deviation towards the expressions (X5-X10) of the decision-making dimension, which confirms the agreement of the individuals concerned on these terms, while the ratio of the agreement reached 57.92% with an arithmetic mean (3.40) and a standard deviation (1.01). By monitoring the contribution of each indicator to participation in decision-making, it was found that the individuals in the researched university participated in a positive role in improving the work within the university (X7), which is the most important, as this was achieved by agreement (72.4%) of respondents and with an average of (3.64) and a

standard deviation (0.950).

4.2.1.3. Delegation of authority

The results in Appendix 2 indicate that the respondents' responses to this dimension through its indicators (X15-X11) tend towards the agreement and by (50.02%) of those responses, with an arithmetic mean (3.29) and a standard deviation (0.983), while the percentage of disagreement on the indicators of this dimension (22.08%) and this indicates the availability of indicators of delegation of authority in the researched university, but with a weak percentage. The highest rate of agreement was on indicator (X12) with a ratio of (62.1%), an average of 3.67 and a standard deviation of (0.826), indicating that the university trusts the abilities of the employees to perform the tasks assigned to them.

4.2.2. Dimensions of strategic dexterity

4.2.2.1. Exploration

The results in Appendix 2 indicate that the respondents' responses to this dimension through its indicators (Z10-Z1) tend towards the disagreement and by (41.22%) of those responses, with an arithmetic mean (3.20) and a standard deviation (0.943), while the percentage of disagreement on the indicators of this dimension (21.72%) and this indicates the absence of indicators after exploration at the researched university. The highest percentage of the agreement was on the index (Z9), where the ratio of the agreement to the index (81%) with an arithmetic mean (3.88) and a standard deviation of (0.677), indicating that the Researched university organizes conferences from time to time.

4.2.2.2. Exploitation

The results in Appendix 2 indicate that the responses of the respondents on this dimension through its indicators (Z19-Z11) tend toward disagreement with a percentage of 36.2% of those answers and with an arithmetic mean of 3.08 and a standard deviation of 0.959, while the percentage of non-agreement on

indicators of this dimension (24.33%), and this indicates the lack of availability of indicators of exploitation in the researched university.

4.3 Testing the hypotheses of the study

4.3.1 Analysis of correlations between study variables.

4.3.1.1 The relationship between employees empowerment and strategic dexterity at the total level of the researched university

In order to identify the nature of the correlation between employees empowerment and strategic dexterity at the university level, Table (2) indicates a positive correlation between employees empowerment and strategic dexterity. However, the correlation level (the overall index) reached to (0.734) thus achieving the first main hypothesis which means (working on employees empowerment contributes to achieving strategic dexterity). This indicates that the dimensions of employees empowerment are available at the researched university at the overall level and that they have a significant and effective role in achieving strategic dexterity.

4.3.1.2. The relationship between each dimension of employees empowerment and strategic dexterity at the whole level of the researched university.

Table (2) indicates to a positive correlation between each dimension of employees empowerment and strategic dexterity. It is clear from the above table that the strongest positive correlation was between the dimension of self-motivation and strategic dexterity, where the degree of correlation (total index) reached to (0.645) and at a significant level reached to (0.01). While the weakest correlation was after participation in decision-making and strategic dexterity, the correlation level (total index) was (0.550) and at a significant level was (0.01). Thus, all the sub-hypotheses arising from the first main hypothesis were achieved, as follow:

- There is a significant correlation between self-motivation and strategic dexterity at the university.
- There is a significant correlation between participation in decision-making and strategic dexterity at the university.
- There is a significant correlation between delegation of authority and strategic dexterity at the university.

Table (2) Results of the correlation between employee empowerment dimensions and strategic dexterity dimensions By level of study sample

Dimensions of strategic dexterity	Exploration	Exploitation	Total Indicator
Dimensions of employees empowerment			
Self-motivation	0.588**	0.601**	0.645**
Participation in decision-making	0.517**	0.499**	0.550**
Delegation of authority	0.528**	0.598**	0.613**
Total Indicator	0.663**	0.688**	0.734**

Source prepared by researchers in the light of the results of the electronic calculator N = 58 P ≤ 0.05

*The empirical side of this study is based on the moral level (0.05) for the purpose of conducting the statistical tests (correlation coefficient test, test t, test f) as the level adopted in most management studies.

Based on the above, all the sub-hypotheses arising from the first main assumption that there is a significant correlation between each of the dimensions of employees empowerment and strategic dexterity and at the level of the sample under study are accepted. This indicates that the availability of the dimensions of employees empowerment at the university contributes to the achievement of strategic dexterity.

4.3.2 Analysis of the impact relationship between the

study variables

In order to determine the extent of the significant effect on the dimensions of employees empowerment in the strategic dexterity, the study model and the second main hypothesis require determining the effect of the dimensions of employees empowerment in the strategic dexterity in a complete and partial manner. This is stated in the second hypothesis and the sub-hypotheses arising from it. The following is an analysis of the effect of the variables of the study model as well as the interpretation of the statistical significance.

4.3.2.1 Impact of the dimensions of the employees empowerment in the strategic dexterity at the total level of the university

The results of the analysis in Table (3) indicate that there is a significant effect to the extent of the employees empowerment in the strategic dexterity. This is supported by the value of (F) calculated (65.239), which is greater than the table value (4.05) and at a significant level (0.05) with free degrees (56, 1), indicating that the regression curve is good in interpreting the relationship between the dimensions of employee empowerment and strategic dexterity and at the total level. However, the R² has a value of 0.538 indicating the ability of the independent variable to interpret the effect of strategic dexterity (53.8%) and this increases the value of the coefficient of the regression (Beta) (0.754) which means that the strategic dexterity in the university sample study will change by (0.754) if interest in the employees empowerment increased by one unit and by the value (t) calculated (8.077) which were larger than their tabular value as well.

Table (3): The relationship of impact between the dimensions of employee empowerment and strategic dexterity at the total level of the university.

The dependent variable	Strategic dexterity				
Independent variables	B	Beta	T	F	R ²
Self-motivation	1.686	0.645	6.320	39.948	41.6%
Participation in decision-making	1.539	0.550	4.931	24.319	30.3%
Delegation of authority	1.353	0.613	5.810	33.759	37.6%
Employees empowerment (overall indicator)	0.754	0.734	8.077	65.239	53.8%

t tabular = 1.68 F tabular = 4.05 P ≤ 0.05 N = 58
DF (1, 56)

Source: Preparation of researchers in the light of the results of the electronic calculator.

4.3.2.2 Impact of each dimension of the employees empowerment in the strategic dexterity at the total level of the university.

The following table shows the following:

- The coefficient of self-motivation regression on strategic dexterity is 0.645, which means that the strategic dexterity in the university study sample will change by 0.645 if self-motivation is increased by one unit. This is supported by the fact that the value of (t) calculated for the regression coefficient was (6.320). While the calculated value (F), which measures the significance of the regression model, reached (39.948). It is clear from the table that both values are significant at 1%. The coefficient of (R²) of the model was (0.416), which indicates the ability of self-motivation to interpret the effect of strategic dexterity (41.6%). The above findings support the acceptance of the first sub-hypothesis which states

that there is a significant effect of self-motivation in strategic dexterity at the university.

- The value of the decision-making regression coefficient for strategic dexterity is 0.550, which means that the strategic dexterity in the university will change by 0.550 if the interest in participating in decision making increases by one unit. The value of (t) calculated for the regression coefficient was (4.931) but the calculated value (F), which measures the significance of the regression model, reached to (24.319). However the table shows that both values are significant at 1%. While the R² parameter of the model was 0.303, which indicates the ability of self-motivation to interpret the effect of strategic proficiency (30.3%). The above results support the acceptance of the second sub-hypothesis, which states that there is a significant influence to participate in decision-making in strategic dexterity at the university.
- The value of the regression coefficient of delegating authority on the strategic dexterity reached to 0.613, which means that the strategic dexterity in the university sample of the study will change by 0.613 if the interest in delegating authority is increased by one unit. The value of (t) calculated for the regression coefficient was (5.810) but the calculated value (F), which measures the significance of the regression model, reached to (33.759). However the table shows that both values are significant at 1%. While the R² parameter of the model was 0.376, which indicates the ability of self-motivation to interpret the effect of strategic dexterity (37.6%). The above results support the acceptance of the third sub-hypothesis, which states that there is a significant influence for the delegation of authority in the strategic dexterity of the university.

5. Conclusions and recommendations.

5.1 Conclusions:

This topic deals with the main conclusions reached by the study:

- The results of the descriptive analyzing showed that the researched people's answers were not consistent with the availability of the dimensions of employee empowerment and strategic dexterity in the university under study, which may be due to the adoption of the central approach in administrating the university and not giving sufficient authorities to the employees.
- There is a moral correlation between the empowerment of employees and the strategic dexterity, and this explains that the researched university is able to develop future plans that enable it to achieve the strategic dexterity by strengthening the strategy of empowering employees.
- The results of the statistical analyzing of correlation showed that the participation in decision making is weakly linked to strategic dexterity, we understand that the university administration does not accept the participation of staff in decision making.
- The results of the statistical analyzing of the impact relationships showed that there is a moral impact on the empowerment of employees in the strategic dexterity, this explains that the more the university administration strengthens the staff empowerment strategy, the more it leads to strengthening the strategic dexterity of the university.
- The results of the descriptive analysis showed that the dimensions of the empowerment of the university employees are not available. The results of the regression showed that the dimensions of the strategic dexterity are derived from enabling

the employees at a good rate. This explains why the administrative leadership at the researched university exploits the dimensions of empowering the employees efficiently.

5.2 Recommendations:

This paragraph will be allocated to record the study's recommendations:

- The study proposes to the management of the university that when an employee is discovered that he/she has stored abilities, unexploited energies and high self-confidence, he/she should be encouraged, supported and empowered by giving him/her more authorities and involving him/her in the decision-making process.
- The study recommends that the university should adopt a system to hand over the complaints of the beneficiaries and their opinions to develop their performance against competing universities and to provide the appropriate atmosphere for creative workers, encourage and reward them, and introduce new ideas and try to implement them.
- The need to work on building a clear and long-term strategy to enable the employees of the researched university to form part of the university's vision and values based on increasing mutual trust between employees and management on the one hand and the speed of communication on the other.
- Working on harnessing all the possibilities for the sections and departments of the university for the benefit of workers, especially those who have the distinct talents, capabilities and possibilities with taking into account the creation of a situation of guidance, encouragement and self-support for workers and seeking a positive rapprochement with departments and decision makers, and thus it contributes to reduce gaps and find effective ways to access strategic dexterity.

- The study advises the university administration to conduct a level assessment to determine the level of its achievement of the strategic dexterity to avoid its failure to compete with universities, which achieves success in the long term.

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