

## The Impact of Administrative Empowerment in Enhancing Strategic Insight: An Applied Study in the Jordanian Oversight Agencies

Mohammad Ali Al-sarayreh<sup>1</sup>, Samer Bashabsheh<sup>2</sup>

### Abstract

*"The study aimed to analyze the impact of administrative empowerment in enhancing strategic oversight in the Jordanian oversight bodies. The study used the analytical descriptive approach, and the questionnaire was used as a tool for collecting data from the study population".*

*"The study population consisted of all managers at the higher administrative and supervisory levels in the Jordanian oversight agencies (Integrity and Anti-Corruption Commission, and the Jordanian Audit Bureau), which numbered (432) individuals. The two researchers distributed the questionnaires to all members of the study community electronically, using the comprehensive survey method, where (432) questionnaires were distributed, and the total number of returned questionnaires was (346). The program (Spss.v26) was used to analyze the primary study data".*

*"The study reached a set of results, the most important of which are: that the level of administrative empowerment and strategic oversight came to a high degree, as well as the existence of a statistically significant effect of administrative empowerment on the effectiveness of strategic oversight in the Jordanian oversight bodies".*

*"Based on the results of the study, the study recommended continuing to maintain the level of administrative empowerment, as administrative empowerment is a key factor that greatly affects the effectiveness of administrative control in the Jordanian oversight bodies. The power of managerial empowerment is to motivate employees to be dedicated to their work and take responsibility, which in turn leads to enhanced management oversight".*

**Keywords:** *Administrative Empowerment, Strategic Oversight, Jordanian oversight bodies.*

### Introduction

"The issue of administrative empowerment is the cornerstone on which many organizations rely to achieve their objectives, facilitate their access to competitive advantage, and achieve higher rates of profitability than their competitors in the market. In light of the competitive conditions and challenges facing contemporary organizations, empowerment is no longer just a right for employees or a way to boost their morale.

---

<sup>1</sup> Faculty of Business, public Administration Dept., Mutah University, Jordan, Mohammad\_sarayreh62@yahoo.com

<sup>2</sup> Faculty of Business, public Administration Dept., Mutah University, Jordan, Samerbashabsheh@mutah.edu.jo

Instead, if a company organization wants to hold a prominent place in its cutthroat industry, it has frequently been the only alternative available.

The stage of implementing the strategic plan on the ground is the stage in which challenges, obstacles, errors, and defaults appear that may lead to The deviation of the organization's activities from its strategic goals, and it is important to continue monitoring these factors because it is impossible to avoid the occurrence of default or error, or perhaps the occurrence of variables beyond the will that may negatively affect the work.

The first section will outline the problem of the study and its questions, establish its aims, its scientific and practical value, and its limitations in order to accomplish the study's overall goal. The theoretical foundation and a few earlier investigations will be discussed in the second section. The final section will go into the methods and steps that were taken to address the issue. By establishing a theoretical foundation for the investigation, outlining its variables, going through its interaction processes, and outlining the particular applied dimensions to convey the study's results and suggestions, the research study's questions will be answered in the fourth phase.

#### Problem of the study and questions

The term "modernity" has been used to describe a number of issues in the field of strategic management, such as strategic control, which is concerned with evaluating the effectiveness of an organization's strategies and the degree to which they have succeeded in achieving goals and objectives, comparing what has been implemented with the established plan, and improving performance to help an organization achieve its strategic goals efficiently and effectively, in addition to Administrative empowerment is a method of management that enables all staff members to participate with the full force of their skills to excellence and ongoing progress.

Therefore, despite organizations' efforts to accept the notion of strategic control and the promotion of empowerment, these concepts have drawn the attention of academics and administrators in numerous disciplines due to their significant role in aiding the organization in achieving its goals. However, because of a lack of knowledge and realization of the practices of these administrative principles and their effective implementation in the organization, it was unable to achieve the intended benefits from adopting them.

The study's issue is that many official institutions experience multiple financial issues as a result of ongoing financial irregularities and administrative inefficiency that didn't meet objective performance standards, adding unjustified financial burdens to these institutions. This led to a general budget deficit until the income did not even come close to covering the expenses, including staff wages and current expenses. Examining the Audit Bureau's reports, the researchers found that many official institutions had engaged in financial misconduct, including: non-compliance with exchange controls according to the source of the expenditure; non-compliance with prior Commissioner approvals before the disbursement process; and exceeding expenditures below the permissible limits, which led to the transfer of many cases to the Public Prosecution, and to the Integrity and Anti-Corruption Commission (Audit Bureau Report, 2020)

By utilizing these factors inside the Jordanian workplace, the research problem appears to be crucial in bridging the scientific gap. In order to address these queries, the study conducts research and analysis. As a result, the following key query may be used to solve the research problem:

What is the impact of administrative empowerment in enhancing strategic oversight in the Jordanian oversight bodies?

The following questions are derived from the above:

- Are Jordanian control agencies at a level of administrative empowerment with its components (delegation of authority, teamwork, good communication, development of innovative behavior)?
- What is the degree of strategic supervision in the Jordanian oversight bodies, including its components (defining strategic criteria and indicators, evaluating strategic performance, and monitoring remedial measures)?

#### Study objectives

The primary goal of the study was to determine how administrative empowerment affected the efficiency of strategic control in Jordanian regulatory institutions. This target gives rise to the following sub-objectives:

Identification of the level of administrative empowerment with its aspects (delegation of authority, teamwork, effective communication, and growth of innovative behavior) in the Jordanian control agencies.

Determining the level of strategic oversight in its aspects (defining strategic standards and indicators, monitoring strategic implementation, evaluating strategic performance, and following up on remedial actions) in the Jordanian oversight bodies.

Making a number of recommendations and ideas to Jordanian oversight agency officials in order to improve the efficiency of administrative empowerment and strategic supervision in all of their varied forms.

#### Importance of the study

The importance of the study stems from the scientific and practical aspects as follows:

First: "Scientifically important: The following examples might help to emphasize this aspect:

- Given the variables of the scientific and cognitive world, which permanently widened the gap between the knowledge that organizations possess and the most recent advancements and contemporary challenges, the significance of this study stems from the significance of the impact of administrative empowerment on the effectiveness of strategic oversight in the Jordanian oversight bodies. Consequently, one of the current issues is the research of current study variables. and advantageous to enterprises.
- The Arab library may benefit by adding a simple and modest effort, especially in light of the lack of studies - according to the researchers' knowledge - that dealt with this subject.
- This work may provide a foundation for future researchers to find further information truths that are interested in this field.

Second: Importance in terms of application: These examples will help to emphasize this aspect:

- The significance of this study lies in its allocation to the study community represented by the Jordanian regulatory agencies, given the significance of this sector in a supervisory role on the operations of ministries and state institutions. Therefore, the significance of the current study may be seen in the significance of the industry it covered.
- The results of this study will contribute to finding empirical evidence on analyzing the impact of administrative empowerment on the effectiveness of strategic control in the Jordanian regulatory agencies," states paragraph two.

#### Hypotheses of the study:

The initial main hypothesis (H0.1) states that there is no statistically significant effect for administrative empowerment with its dimensions (delegation of authority, teamwork, effective communication, development of creative behavior) in strategic control with its dimensions (determination of criteria and strategic indicators, measuring strategic implementation, evaluating strategic performance, and following up on corrective measures) when these dimensions are combined.

The following sub-hypotheses are derived from it:

The first sub-hypothesis (H0.1 1) states that administrative empowerment with its dimensions (delegation of authority, teamwork, effective communication, and development of creative behavior) has no statistically significant impact on the establishment of strategic standards and indicators in the control agencies at the level of significance (0.05). Jordanian

The second sub-hypothesis (H0.1 2) states that, when measuring strategic implementation in Jordanian control agencies, administrative empowerment with its dimension (delegation of authority, teamwork, effective communication, and development of creative behavior) does not have a statistically significant effect at the level of significance (0.05).

The third sub-hypothesis (H0.1 3) states that administrative empowerment with its dimension (delegation of authority, teamwork, effective communication, and development of creative behavior) has no statistically significant effect at the level of significance (0.05) in evaluating strategic performance in the Jordanian control agencies.

The fourth sub-hypothesis (H0.1 4) states that administrative empowerment with its dimensions (delegation of authority, teamwork, effective communication, and development of creative behavior) has no statistically significant effect on the Jordanian oversight agencies' ability to follow up on corrective measures.

#### Terminology of study

The capacity of the Jordanian oversight agencies to offer their personnel the confidence and flexibility to act in accordance with their expertise, problem-solving abilities, and suitable decision-making is the independent variable (administrative empowerment).

According to the following definitions, administrative empowerment will be represented in this study through four primary dimensions: transfer of authority, cooperation, effective communication, and the development of innovative behavior.

Delegation of authority refers to the capacity of Jordanian regulatory bodies to assign tasks, carry out necessary activities, and make decisions to subordinates, including auditors, inspectors, and investigators. This dimension was determined in compliance with the legislative requirements set forth for this in paragraphs (1–5).

Teamwork: The capacity to promote group collaboration and collaborative work in Jordanian oversight bodies, which calls for a sizable workforce, and the achievement of the required outcomes can only be made possible by the availability of a sizable workforce. The paragraphs (6–10) were used to gauge this dimension.

Effective communication: The capacity for members of oversight bodies to trust one another in order to provide information, comments, and suggestions. Without communication and the exchange of messages, it is impossible to build trust between people. The paragraphs (11–15) served as a gauge for this dimension.

Developing Creative Behavior: The capacity of Jordanian oversight authorities to support and adapt the distinctive behavior exhibited by the individual or group in the workplace in order to enhance the standard of the working practices and to bolster the control

mechanisms in governmental institutions. The paragraphs (16–20) served as a gauge for this dimension.

The ability to adopt a control system to measure how effectively pre-prepared strategies are implemented and to track these agencies' strategic performance, or the degree to which they succeed in achieving their goals and objectives, by comparing what has been implemented with what is planned and revising the strategy, is the dependent variable (strategic control). Constructing and shutting control systems to manage and assess these devices' strategic performance.

According to the concepts given below, strategic supervision will be represented in this study through four key dimensions: establishing strategic criteria, gauging strategic execution, assessing strategic performance, and monitoring remedial actions.

Choosing strategic indicators and criteria: The capacity of Jordanian regulatory bodies to create planning plans that explicitly state the goals to be attained. It is seen as the start of the action that follows. The paragraphs (21–25) served as a gauge for this aspect.

Measuring the efficiency and effectiveness of the organization's achievement of its goals by enhancing the critical activities and procedures that influence the efficacy of control activities. Indicators related to the organization's past and future performance are used in this process. The paragraphs (26–30) served as a gauge for this aspect.

Evaluation: The capacity of Jordanian oversight organizations to assess their strategic performance in all of its monetary and human aspects, as well as their desire to raise the standard of services delivered to clients by various governmental organizations. The paragraphs (31–35) served as a gauge for this dimension.

The capacity of the Jordanian oversight agencies to monitor the treatment and elimination of the reasons and elements that led to deviations and mistakes in the implementation of the strategic plan, as well as the monitoring of improvements, is referred to as "follow up on corrective measures. The length of this dimension was determined by paragraphs (36–40).

## **Theoretical framework**

Administrative Empowerment:

Delegating power, responsibility, and resources to people inside institutions and organizations is referred to as empowerment. By empowering employees and providing them the authority and flexibility to make and implement choices, administrative empowerment attempts to improve capacities, promote efficiency, and foster innovation within the business. The concept of administrative empowerment is a departure from the conventional management style, in which the top leadership held the majority of the essential administrative decisions and powers, which were then gradually delegated to the organization's lower levels. It soon became apparent, though, that this established pattern might slow down decision-making, impose limitations on execution, and stifle organizational innovation and adaptability.

The success of the company depends on how the demands of the workers are incorporated with its vision and goals, therefore administrative empowerment is a contemporary technique that attempts to unlock the potential of employees and their involvement in creating future visions (Shibly & Alawamleh, 2021).

Dimensions of administrative empowerment

Since the study of administrative empowerment requires knowledge of its dimensions in order to reach its content, the researchers differ among themselves with regard to the dimensions that make up the process of administrative empowerment. The researchers

also differ with regard to their various philosophic viewpoints regarding the dimensions of administrative empowerment. These parameters, which were chosen because they were compatible with the working environment in Jordan, were the focus of the current study:

#### Delegation of authority

Delegation of authority means assigning the chief to his subordinates to carry out some of his duties and exercise some of his powers, i.e., the holder of the original competence entrusts another person or body to exercise his competence in accordance with the legally prescribed conditions for that. (Abdullah, 2021).

#### Develop creative behavior:

"Creative behavior is the distinctive behavior or behavior practiced by an individual or a group at the work site, and it is behavior that precedes creativity in its final capacity. When practiced by the individual for the first time in the organization, this behavior may be creativity in itself." (2021; Khawaldeh)

#### Strategic Control

Control is the process of analyzing and keeping track of how strategies are being implemented in institutions and organizations. Strategic control attempts to make sure that certain strategic goals are accomplished quickly and effectively, and that the resources allotted for execution are utilized properly. In the process of managing companies and making strategic decisions, strategic control is essential. The company's broad direction is defined by the strategy, which also helps the organization realize its vision and long-term objectives. Changes in the internal or external environment, however, can necessitate revising the present plan or implementing a new, more suitable and efficient approach. What is the plan for the organizational strategy, how will it be built, and how will the guidance control systems be closed? And evaluation ( Etemadian, & Parhizgar, 2021 ) .

#### Dimensions of Strategic Control:

The survey conducted by the two researchers led to references and sources through extensive reading and perusal. According to the agreement of most researchers, four main dimensions of strategic oversight were identified:

#### Determine strategic criteria and indicators

standard is a planning tool that expresses an objective that is required to be achieved. It may express a specific plan or method that is used in performing a specific activity. It may be a final standard at which the implementation stages end ,and it may be an intermediate standard that is used to reflect the previous activity and is considered the beginning of the subsequent activity. Four elements have been identified. Basic criteria that must be met by these criteria, which stem from the organization's chosen strategy, contribute to the development of the organization's business, be flexible and linked to environmental changes with its various factors, and that work teams depend on the identification and continuous development of activities and processes (Elbanna, Al Katheeri & ,Colak ,2020).

There are a number of key performance indicators, such as the (Key Performance Indicator.KPI), which is "a set of quantifiable indicators used by organizations to measure their performance and typically uses an integrated set of measures to determine the progress achieved by the organization to achieve its strategic goals in various fields.

#### Measuring strategic execution

Measuring strategy implementation is a systematic way to assess inputs, processes, and outcomes in all types of companies since it is a crucial tool for assessing success and effectiveness. The organization's ability to fulfill its goals will be judged on the basis of both the past and the future (Fridland, 2021).

### Strategic performance appraisal

The strategic performance appraisal process is defined as the managers' own activity in comparing the achieved results of the strategy with the expected level of performance of the objectives, which expresses the activity of detecting deviations or differences in performance results during a period that allows for the necessary adjustments to be made to address them, with an emphasis on the leadership's role in determining the permissible limits accepted by Deviation from the predetermined plan (Etemadian & Parhizgar, 2021)  
Follow up on corrective actions

The main goal of the strategic control process is to correct the deviations, as the mere detection of errors and deviations does not mean anything to the organization, unless it is accompanied by corrective action steps, so these corrections must be followed up, as through them the work is returned to its correct track and the achievement of the goals according to what is planned in advance Correction means working to remove the causes and factors that resulted in deviations and errors, and that correcting or modifying deviations usually takes several forms, including staying on the current situation, following up on appropriate corrective measures, and changing the standards set to measure performance (Chugumbaev & Barilenko ,2020 )

### Previous studies

The researchers searched online and other research databases, went to local libraries, looked through books and journals, and studied a number of earlier studies on the topic in both Arabic and English. Studies in a variety of areas, including as study communities, study instruments, and study dimensions.

The researchers chose a few of these studies because they were thought to be the most relevant to the subject of the current investigation due to their associations with the independent (administrative empowerment) or dependent (strategic control) variables of the study. The investigations are divided into two categories by the researchers: Arabic studies and English studies. Within each category, the studies are organized chronologically from most recent to oldest.

The two researchers discuss these investigations and describe how much they gain from them at the end of this chapter. In order to identify research gaps in the present study, they also make reference to the novel findings that this study will contribute as well as how they differ from other studies.

A research (Asmaa, 2022) on employees in centers and units of a particular kind at Mansoura University was titled The Impact of Digital Transformation on the Administrative Empowerment of Women.

This study aimed to measure the impact of digital transformation on administrative empowerment through application to all employees In centers and units of a special nature at Mansoura University. The number of (23) centers, and the study used the descriptive analytical approach, while the study population consisted of (888) individuals and they were selected using the comprehensive survey method. work teams) in centers and units of a special nature at Mansoura University

The actuality of administrative empowerment in the Misrata Social Security Fund, according to a research published in Salem in 2022.

This study aimed to know the level of administrative empowerment practice with its dimensions) delegation of authority, work teams, training and learning, effective communication, motivation) in the Social Security Fund Maserati branch, and to show the relative importance of administrative empowerment, where the study used the descriptive analytical approach, and the study population consisted of all workers In the Social

Security Fund, Maserati branch, whose number is 687 ,a simple random sample was selected commensurate with the study population ,amounting to (250), and the study tool (questionnaire) was distributed to them .Relativism was moderate.

Strategic control and the potential for its implementation at Syrian private universities: a case study of the Arab Academy for Science, Technology, and Maritime Transport, according to a research (Nermin, 2022).

This study aimed to assess the possibility of implementing strategic oversight in private universities, specifically at the Arab Academy for Science, Technology and Maritime Transport in Lattakia, by discussing four main dimensions of strategic oversight, which are (strategic criteria, measuring strategic performance ,evaluating strategic performance, and following up on corrective measures .(Where the study adopted the descriptive analytical approach, and the researcher adopted the comprehensive inventory method for the study population, by distributing (62) questionnaires to the employees of the researched university ,where they were fully retrieved and analyzed using the descriptive and inferential statistical method. The study found a decrease in each of the strategic criteria, And follow-up corrective measures, and the results indicated that the level of application of each of strategic performance measurement and strategic performance evaluation came at a high level

The Impact of Strategic Control on Regulatory Adjustment: An Empirical paper on Extractive and Mining Industries Sector Companies Listed on the Amman Financial Market is a paper (Ahmed, 2020) that addresses this issue.

This study aimed to identify the extent of the impact of strategic control with its dimensions represented in (strategic control, hypothetical control, and implementation control) on organizational adjustment in the companies of the extractive and mining industries sector, which are listed in the Amman Stock Exchange, which are (12) companies. The researcher used the comprehensive survey method. To achieve the objectives of the study, the researcher used the descriptive analytical method, and the questionnaire was used to collect data related to the study variables and their dimensions. Medium, as well as achieving an average level of organizational adjustment by these companies, and the study also found a positive, statistically significant effect of strategic control on organizational adjustment in general.

The effect of administrative empowerment on workers' job satisfaction was the subject of a research (Sameer, 2022).

Realizing the importance of administrative empowerment and job satisfaction is vital in improving the efficiency of human resources in the organization. Therefore, the purpose of this study is to find out how administrative empowerment affects employee satisfaction in the Northern Borders Health Directorate. The study used the descriptive and analytical approach. The questionnaire was distributed to 167 employees. In the Directorate of Health in the northern border region, the study found several results, the most important of which is the existence of a statistically significant effect of the administrative empowerment variable with its five dimensions) participation in decision-making, effective communication, employee motivation, training and continuing education, teamwork) on the level of job satisfaction for employees as indicated The results of the study showed that the level of application of administrative empowerment and job satisfaction came to a high degree.

The Effect of Strategic Control Processes on Company's Non-Financial Performance: A Case of the Nairobi Hospital is the subject of a 2019 Lubanga study.

The goal of the study was to determine how well Nairobi Hospital's non-financial performance was controlled strategically. The study's particular goals were to ascertain the influence of performance evaluation in strategy control on the non-financial performance of Nairobi Hospital as well as the impact of standard-setting in strategy

control on that performance. The research utilized The descriptive analytical technique, the managers at Nairobi Hospital who made up the study's population, and the study's conclusion that there is a positive association between assessing the efficacy of strategic control on Nairobi Hospital's non-financial performance.

a paper titled IT instruments utilized in the strategic controlling process-Polish national study findings by Bienkowska, Kral, and Zablocka-Kluczka (2017). during an international conference held by the business and management faculty at Brno University of Technology.

This study aimed to identify and analyze effective functional solutions and technological tools used in the strategic control process in service organizations operating in Poland. The study used the analytical descriptive approach. The surveyed companies are still using traditional methods in the process of strategic control and because of the lack of full understanding of the method and understanding of information technology methods and their role in strategic control. The study also found that the level of application of strategic control came to a medium degree.

## Methodology and design

### Study Approach

The study used an analytical descriptive approach to accomplish its goals and provide answers to its research questions. Secondary data was gathered by reviewing published literature, including books, letters, articles, and research on the study's topic. This helped the study develop its theoretical framework and highlight the most significant prior studies that addressed the study variables. This was represented by the use of administrative empowerment in practice as an independent variable and the efficiency of strategic control as a dependent variable.

The analytical technique is also employed in the investigation. In order to determine the influence of the practice of administrative empowerment on the efficiency of strategic oversight in the Jordanian oversight bodies, it is necessary to connect the cause with the effect.

### The study population

The study population consists of all managers at the higher administrative and supervisory levels and auditors in the Jordanian oversight agencies (Integrity and Anti-Corruption Commission, and the Jordanian Audit Bureau) and their number is (432) individuals, according to the information issued by the Human Resources Department in the Jordanian oversight bodies for the year 2023 Table (1): Statistical description of the study population, according to job titles

Table (1) Statistical description of the study population, according to job titles.

Job title	number
boss	36
Head of the Department	100
checker	296
the total	432

\*Source :Human Resources Department in the Jordanian regulatory agencies for the year 2023.

The two researchers distributed questionnaires to all members of the study community electronically, using the comprehensive survey method, where (432) questionnaires were

distributed, and the total number of returned questionnaires was (346), and this number constitutes (80%) of the total distributed questionnaires. Table (2) shows the number of questionnaires distributed and returned, and valid for analysis.

Table (2) Number of questionnaires distributed, returned, and valid for analysis.

Job title	distributed questionnaires	Returned questionnaires	Questionnaires suitable for analysis
boss	36	26	26
Head of the Department	100	77	77
checker	296	243	243
total	432	346	346

\*Source: Prepared by the two researchers, based on the numbers of questionnaires distributed, repeated, and excluded from them, and valid for analysis.

#### Data collection methods:

The data collection tools and information necessary for the study come from multiple sources, and to achieve the objectives of the study, both theoretical and practical, the researchers resorted to two main sources for collecting data and information ,namely:

Primary sources :include the data extracted from the questionnaires distributed to the study sample. The developed questionnaire includes; as a main tool for the study, it included a number of paragraphs that reflect the objectives and questions of the study. to be answered by the respondents.

Sources :In which the researchers tended to address the theoretical frameworks of the current study of secondary data sources, which are represented by books, relevant Arabic and English references, periodicals ,articles and reports, and previous research and studies that dealt with the subject of the study, and research on various Internet sites. Resorting to secondary sources; covering the theoretical framework of the study variables ,and getting acquainted with the latest developments that occurred in the current study topic and its variables.

#### Study tool:

The questionnaire was designed from (40) items to cover the entire study plan, and it included three main sections, as shown in the scale below:

One :Concerning Introductory information about the study population, prepared in the light of what was applied by previous writers and researchers, and based on existing statistical knowledge in this regard, and it included: social gender ,academic qualification, job title, number of years of experience , .

second section :concerned with measuring the practice of administrative empowerment as an independent variable. This variable was measured in four dimensions: delegation of authority, teamwork, effective communication, and the development of creative behavior.

third section: It was devoted to measuring the dependent variable: strategic control. This variable was measured in four dimensions :defining strategic criteria and indicators, measuring strategic implementation, evaluating strategic performance, and following up on corrective measures .Table (3) shows the composition of the questionnaire according to its main variables and dimensions, and the number of its vertebrae.

Table (3) The composition of the questionnaire according to its main variables and dimensions, and the number of its paragraphs

The main variable	Dimensions	paragraphs	Type
Administrative empowerment	Delegation of authority	1-5	independent variable
	Teamwork	6-10	
	effective communication	11-15	
	Develop creative behaviour	16-20	
Effectiveness of strategic control	Determine strategic criteria and indicators	21-25	Dependent variable
	Measuring strategic execution	26-30	
	Strategic performance appraisal	31-35	
	Follow up on corrective actions	36-40	

Source: Prepared by the two researchers, based on the study questionnaire.

Stability of the study tool:

Objective and the instrument need to be extremely accurate, skilled, and reliable. Despite the lack of established guidelines regarding acceptable values for the Cronbach Alpha, the researchers used it to assess the degree of consistency in respondents' responses to all of the scale's items. Because of the information it provides, (Alpha 0.70) is regarded as reasonable from an applied point of view in administrative and human sciences research, and Table (4) displays the results.

Table. (4) The results of the stability of the study tool according to the Cronbach Alpha value.

paragraphs	The dimension	The number of paragraphs	Cronbach alpha coefficient value
1-5	Delegation of authority	5	0.917
6-10	Teamwork	5	0.922
11-15	effective communication	5	0.865
16-20	Develop creative behaviour	5	0.909
21-25	Determine strategic criteria and indicators	5	0.911
26-30	Measuring strategic execution	5	0.917
31-35	Strategic performance appraisal	5	0.932
36-40	Follow up on corrective actions	5	0.903

\*Source: Prepared by the two researchers based on the results of the Cronbach alpha value analysis.

The analysis' findings demonstrated that the Cronbach alpha coefficient, a sign of a high level of reliability, ranged between (0.865 and 0.922 for the measure of the dimensions of the practice of administrative empowerment and (0.903 and 0.932 for the measure of the dimensions of the effectiveness of strategic control). According to the findings of the prior analysis, "the scales used in the study enjoy a high degree of internal consistency between their contents," as well as their capacity to meet the study's goals and to be relied upon in the analysis's subsequent phases.

## Results

Answering the study questions:

Discuss the results related to the first question, which states :What is the level of administrative empowerment and its dimensions (delegation of authority, teamwork, effective communication, development of creative behavior (in the Jordanian control agencies?)

Table (5 )Arithmetic means and standard deviations for the level of administrative empowerment and its dimensions.

Paragraph sequence	The dimension	Arithmetic mean	standard deviation	Rank	level by for the arithmetic mean
15	Delegation of authority	3,712	0.982	4	high
6 - 10	Teamwork	3,853	0.894	2	high
11 - 15	effective communication	3,795	0.963	3	high
16-20	Develop creative behaviour	3,971	0.865	1	high
total mean		3,832	---		high

The statistical results indicated that the level of administrative empowerment in the Jordanian oversight bodies has reached a high degree, with a total average of (3.832), and the creative behavior development ( dimension ranked first with an arithmetic mean of (3.971 ( while the ) delegation of authority ( dimension came The last place, with a mean score of ( 3.712 )

Discuss the results related to the second question, which states :What is the level of strategic oversight with its dimensions (identifying strategic criteria and indicators, measuring strategic implementation, evaluating strategic performance, following up on corrective measures) in the Jordanian oversight bodies?

Table (6 )Arithmetic means and standard deviations for the level of strategic control and its dimensions.

Paragraph sequence	The dimension	Arithmetic mean	standard deviation	Rank	level by for arithmetic mean	the
21-25	Determine strategic criteria and indicators	4,101	0.626	4	high	
26-30	Measuring strategic execution	4,651	0.429	1	high	
31-35	Strategic performance appraisal	4,276	0.591	3	high	
36-40	Follow up on corrective actions	4,339	0.486	2	high	
total mean		4,342	---		high	

The measurement of strategic implementation was ranked first with an arithmetic mean of (4.651), while the dimension of (identifying strategic criteria and indicators) came in last with an average score of (4.101). According to statistical findings, the level of strategic oversight in Jordanian oversight bodies has reached a high degree.

Hypothesis testing:

part will include testing the hypotheses of the study, as well as the sub-hypotheses emanating from the first main hypothesis, and analyzing those using appropriate statistical treatments. Before starting data analysis and testing hypotheses ,it is necessary to ensure the suitability of the study model and the data used for statistical treatments, mainly represented by the analysis of the inflation coefficient test .The variance, the allowable variance, and the torsion coefficient for the independent variables, and the results of the analysis were according to the following table

Table (7) Test the variance inflation coefficient, the allowed variance, and the skew coefficient for the independent variables

dimension	Variation inflation factor (VIF) .	Tolerance _	Skewness torsion modulus
Delegation of authority	1,116	0.896	0.315
Teamwork	2,331	0.429	0.243
effective communication	1,592	0.628	0.398
Develop creative behaviour	1,439	0.694	0.256

Demonstrates the values of the Variance Inflation Coefficient (VIF), which were less than the value (10 for each dimension) and varied between (1.116 and 2.331), as well as the value of the permitted variation (Tolerance), which was more than (0.05). Its value varied from (0.429 to 0.896). The results also showed that the data follows a normal distribution because the value of the skewness coefficients was very low and did not exceed (0.398). This is an indication that the data is free of the issue of the multiple linear correlation of the independent variables. These outcomes demonstrate the model's viability. Start selecting the study's hypotheses as a result.

Results related to hypothesis testing:

The findings of testing the first main hypothesis (H 0.1), which claims that there is no statistically significant effect for administrative empowerment with its dimensions (delegation of authority, teamwork, effective communication, development of creative behavior) in strategic control and its dimensions (defining strategic criteria and indicators, measuring strategic implementation, evaluating strategic performance, following u

Table (8 )The results of the analysis of variance) Analysis of Variance) to ensure the validity of the model to test the first hypothesis

Source	sum of squares	degrees freedom DF	of mean squares	of The calculated F value	Significance level ) Sig) F
Regres sion	16,201	4	4.05	96,428	
The error	14,332	341	0.042		0.000*
total	30,533	345			

R2 = 0.799

shows the validity of a model for testing the hypothesis of the first main study, due to the high value of (F) calculated from its tabular value and at a level of significance ( 0.05). The value of (F) calculated was (96.428), and the level of significance (F) amounted to

(0.000), which means that the model is valid for testing. Given that administrative empowerment plays a significant role in explaining the gap in strategic supervision, we may examine the first hypothesis.

Table (9) Results of multiple regression analysis to test the first main hypothesis

Dimensions of administrative empowerment independent variable	value (B)	standard error	calculated (t) value	The level of statistical significance
Delegation of authority	0.296	0.059	5,016	0.000 *
Teamwork	0.391	0.049	7,979	0.000 *
effective communication	0.351	0.054	6,510	0.000 *
Develop creative behaviour	0.423	0.044	9,613	0.000 *

\*Statistically significant at  $\alpha \leq 0.05$  level

The (t) values for the various aspects of administrative empowerment are as follows: (5.016) for the aspect of delegating authority, (7.979) for the aspect of teamwork, (6.510) for the aspect of effective communication, and (9.613) for the aspect of fostering creative behavior. This suggests that administrative empowerment has a positive impact on strategic control in the Jordanian oversight bodies. At the threshold (0.05), each of these values is statistically significant.

Confirms that the primary hypothesis (H01) is untrue, so the null hypothesis (null) is rejected and the alternative hypothesis (additional) is accepted. The alternative hypothesis states that: There is a statistically significant effect for administrative empowerment by excluding it: (delegation of authority, Teamwork, effective communication, developing creative behavior (in strategic control in its dimensions (determining strategic criteria and

And when performing a wise step multiple regression analysis to assess the significance of each independent variable separately in supporting the mathematical model that represents administrative empowerment, with its dimensions: (teamwork, effective communication, development of creative behavior), in oversight In the Jordanian oversight bodies, the strategy and its components are merged (defining strategic criteria and indicators, assessing strategic implementation, evaluating strategic performance, and monitoring remedial actions). The outcomes of it are shown in Table No. (10).

Table (10) step wise multiple regression analysis for the first main hypothesis.

Dimensions of administrative empowerment	of determination R2	t value	The level of statistical significance
Develop creative behaviour	0.584	9,613	0.000 *
Teamwork	0.674	7,979	0.000 *
effective communication	0.712	6,510	0.000 *
Delegation of authority	0.799	5,016	0.000 *

Dependent variable: strategic control.

\*Statistically significant at  $(\leq 0.05\alpha)$  level

"According to the results in Table No. (10), the creative behavior development dimension accounted (58.4%) of the variance in the dependent variable, followed by the collaboration dimension, which combined to explain (67.4%) of the variation. The discrepancy in the dependent variable was explained by the (effective communication)

dimension with the prior dimensions by a factor of 71.2%, and by the (delegation of authority) dimension with the prior dimensions by a factor of 79.9%.

The following sub-hypotheses are derived from it :

The first sub-hypothesis (H0.1 1) states that administrative empowerment with its dimensions (delegation of authority, teamwork, effective communication, and development of creative behavior) has no statistically significant impact on the determination of strategic criteria and indicators in the Jordanian control agencies.

Table (11) Multiple linear regression test for the analysis of the first sub-hypothesis H01 1.

Form summary		Analysis of variance ) ANOVA)					
(R) correlation coefficient	( R <sup>2</sup> ) The coefficient of determination	sum of squares	(DF) degrees of freedom		mean of squares	The calculate d F value	Significance level ) F)
0.885	0.731	17,883	Regression	4	4,470	101,590	0.000
		15,195	residuals	341	0.044		
		33,078	the total	345			
regression coefficients							
dimensions of the independent variable		value ) B (	standard error	value ) T (		Indication level ) T )	
Delegation of authority		0.225	0.051	4,411		0.000	
Teamwork		0.266	0.046	5,782		0.000	
effective communication		0.216	0.053	4,075		0.000	
Develop creative behaviour		0.349	0.042	8,309		0.000	

\*Statistically significant at ( $\leq 0.05 \alpha$ ) level.

"The results of table (11) indicate that there is a statistically significant effect of administrative empowerment with its dimensions: (delegation of authority, teamwork, effective communication, and development of creative behavior) in defining strategic standards and indicators in the Jordanian oversight bodies," where the value of (F) calculated (101.590) and with a statistical significance (a 0.05), and this indicates that the effect is accepted from a statistical perspective

The proof hypothesis, which states that there is a statistically significant effect for administrative empowerment by its dimension (delegation of authority, teamwork, effective communication, development of creative behavior) in determining standards And strategic indicators in the Jordanian regulatory agencies, is accepted in light of these findings.

The second sub-hypothesis (H0.1 2) states that administrative empowerment, including its dimensions (teamwork, effective communication, and the development of creative behavior), has no statistically significant impact on measuring strategic implementation in Jordanian control agencies.

Table (12) Multiple linear regression test for the analysis of the second sub-hypothesis H01<sub>2</sub>

Form summary		Analysis of variance ) ANOVA)					
(R) correlation coefficient	( R <sup>2</sup> ) The coefficient of determination	sum of squares	(DF) degrees of freedom	mean of squares	The calculate d F value	Significance level ) F)	
0.859	0.737	16,395	Regression	4	4,098	89,086	0.000
		15,945	residuals	341	0.046		
		32.34	the total	345			
regression coefficients							
dimensions of the independent variable	value ) B (	standard error	value ) T (	Indication level ) T )			
Delegation of authority	0.362	0.059	6,135	0.000			
Teamwork	0.314	0.063	4,984	0.000			
effective communication	0.378	0.053	7,132	0.000			
Develop creative behaviour	0.369	0.056	6,589	0.000			

\*Statistically significant at ( $\leq 0.05 \alpha$ ) level.

The results of table (12) indicate that there is a statistically significant effect of administrative empowerment by its dimension ) :delegation of authority, teamwork, effective communication, development of creative behavior ( in measuring strategic implementation in the Jordanian oversight agencies , where the value of ) F (calculated ( 89.086), and with statistical significance )  $\alpha \leq 0.05$  ,(and this indicates that the effect is accepted from a statistical point of view, and the correlation coefficient reached )  $R = 0.859$  and this indicates the positive relationship between the independent and dependent variable, in addition to that the value of the determination coefficient reached )  $R^2 = 0.737$  ;(0.737This indicates that the administrative empowerment variable explained 73.7% of the variance in measuring strategic implementation in the Jordanian oversight bodies

Based on these results, the null hypothesis is rejected, and the proof hypothesis is accepted, which states: There is statistically significant effect at the level of significance ( $0.05 \geq \alpha$ ) for administrative empowerment by its dimension ) delegation of authority, teamwork, effective communication, development of creative behavior ( in measuring implementation strategy in the Jordanian regulatory agencies

The third sub-hypothesis (H0.1<sub>3</sub>) : There is no statistically significant effect at the level of significance ( $0.05 \geq \alpha$ ) for administrative empowerment with its dimension ) delegation of authority, teamwork, effective communication, development of creative behavior ( in assessing strategic performance in the Jordanian control agencies.

Table (13 )Multiple linear regression test for the analysis of the third sub-hypothesis H01

3

Form summary		Analysis of variance ) ANOVA)					
(R) correlation coefficient	( R <sup>2</sup> ) The coefficient of determination	sum of squares	(DF) degrees of freedom	mean of squares	The calculate d F value	Significance level ) F)	
0.844	0.712	11,156	Regression	4	2,789	99,607	0.000
		9,845	residuals	341	0.028		
		21,001	the total	345			
regression coefficients							
dimensions of the independent variable	value ) B (	standard error	value ) T (	Indication level )T )			
Delegation of authority	0.401	0.073	5,493	0.000			
Teamwork	0.399	0.079	5,050	0.000			
effective communication	0.415	0.066	6,278	0.000			
Develop creative behaviour	0.486	0.063	7,714	0.000			

\*Statistically significant at ( $\leq 0.05 \alpha$  ) level.

The results of Table (13) indicate that there is a statistically significant effect of administrative empowerment by its dimension ) :delegation of authority, teamwork, effective communication, development of creative behavior ( in evaluating strategic performance in the Jordanian oversight bodies , where the value of ) F (calculated ) 99.607 ,(and with a statistical significance )  $\alpha \leq 0.05$  ,(and this indicates that the effect is accepted from a statistical point of view, and the correlation coefficient reached )  $R = 0.844$  and this indicates the positive relationship between the independent and dependent variable , in addition to that the value of the determination coefficient reached )  $R^2 = 0.712$  which indicates that the administrative empowerment variable explained 71.2% of the variation in the evaluation of strategic performance in the Jordanian oversight bodies

Based on these results, the null hypothesis is rejected, and the proof hypothesis is accepted, which states: There is statistically significant effect at the level of significance ( $0.05 \geq \alpha$  ) for administrative empowerment by excluding it ) delegation of authority, teamwork, effective communication, development of creative behavior ( strategic performance evaluation in the Jordanian regulatory agencies

The fourth sub-hypothesis (H0.1<sub>4</sub>) : There is no statistically significant effect at the level of significance ( $0.05 \geq \alpha$  ) of administrative empowerment with its dimension ) delegation of authority, teamwork, effective communication, development of creative behavior ( in following up the corrective measures in the Jordanian control agencies.

Table (14 )Multiple linear regression test to analyze the fourth sub-hypothesis H01<sub>4</sub>

Form summary		Analysis of variance ) ANOVA)					
(R) correlation coefficient	(R <sup>2</sup> ) The coefficient of determination	sum squares	(DF) degrees of freedom		mean of squares	The calculated F value	Significance level ) F)
0.822	0.675	44,391	Regression	4	11.10	107.76	0.000
		35,152	residuals	341	0.103		
		79,543	the total	345			
regression coefficients							
dimensions of the independent variable		value ) B (	standard error		value ) T (	Indication level )T )	
Delegation of authority		0.382	0.066		5,787	0.000	
Teamwork		0.495	0.053		9,339	0.000	
effective communication		0.333	0.071		4,690	0.000	
Develop creative behaviour		0.456	0.062		7,354	0.000	

\*Statistically significant at ( $\leq 0.05 \alpha$ ) level.

The results of table 14 show that there is a statistically significant effect of administrative empowerment by its dimensions: delegation of authority, teamwork, effective communication, and development of creative behavior in following up on corrective measures in the Jordanian oversight agencies, where the calculated (F) value was (107.76). This indicates that the effect is accepted from a statistical point of view.

Based on these results, the null hypothesis is rejected, and the proof hypothesis is accepted, which states :There is a statistically significant effect at the level of significance ( $0.05 \geq \alpha$ ) for administrative empowerment by its dimension ) delegation of authority, teamwork, effective communication, development of creative behavior ( in up procedures Corrective correction in the Jordanian regulatory agencies

## Recommendations

The study reached a set of results, the most important of which are:

- According to the statistical findings, the Jordanian oversight bodies have acquired a high level of administrative empowerment, with the dimension (growth of innovative behavior) ranking first and the dimension (delegation of authority) coming in last.
- According to the statistical findings, the Jordanian oversight bodies have high levels of strategic supervision; the dimension monitoring strategy implementation was ranked highest, while the dimension setting strategic criteria and indicators was placed last.
- According to the statistical findings, there is a statistically significant relationship between administrative empowerment, including its dimensions of delegation of

authority, teamwork, effective communication, and the development of creative behavior, and strategic control, including its dimensions of setting strategic standards and indicators, evaluating strategic performance, and monitoring corrective actions, in the Jordanian oversight agencies. These findings were in line with those of the studies conducted in 2022 by Attia, Salem, and Nermin.

- According to the statistical findings, administrative empowerment, including its dimensions of teamwork, effective communication, and the development of creative behavior, has a statistically significant impact on the Jordanian oversight agencies' ability to determine strategic criteria and indicators.
- According to the statistical findings, administrative empowerment, including its dimensions of teamwork, effective communication, and the development of creative behavior, has a statistically significant impact on measuring strategic implementation in Jordanian oversight agencies.

## Conclusion

Based on the findings of the study in its field aspect, the study recommends the following:

- Continue to maintain the level of administrative empowerment, as this is a crucial element that has a significant impact on the improvement of strategic oversight in Jordanian regulatory bodies. Administrative empowerment is associated with empowering employees by giving them the authority, knowledge, and resources required to take charge of their work and complete it effectively and efficiently. Administrative empowerment has the ability to inspire staff to be committed to their job and assume responsibility, which in turn strengthens strategic control.
- "Developing empowerment policies: There should be clear policies and procedures to empower employees in the oversight bodies, powers and responsibilities must be defined, and the necessary support and resources must be provided to carry out tasks effectively," reads one of the first bullet points.
- Providing training and development opportunities: Training improves skills, knowledge, and confidence, which increases the efficacy of strategic control. Therefore, training and chances for continuous growth must be made available to staff in the control areas.
- "Enhancing the organizational culture: There must be a supporting culture of empowerment within the control bodies, and communication and involvement must be encouraged, as well as the constant contributions of employees should be valued.

## References

- Abdeldayem , MM, Al Deeb, HMA, & Al Shaikh, MA (2021). Impact of administrative empowerment on organizational belongingness: Evidence from Bahrain. *International Journal of Information, Business and Management* , 13 . (3), 114-131
- Ahmed , Nasser (2020). The Impact of Strategic Control on Regulatory Adjustment: An Applied Study on Extractive and Mining Industries Sector Companies Listed on the Amman Financial Market. *Mutah for Research and Studies* , 35 (4). Pg.: 165-208 .
- Aldaihani , SG (2019). Administrative empowerment among Kuwait University staff and its effect on their job satisfaction. *Journal of Applied Research in Higher Education* .
- Asiri , AAI, & Al Sharqi, O. ( 2020 ). The Impact of Administrative Empowerment on the Performance of King Abdul-Aziz Hospital in Makkah City. *Journal of Human Resource and Sustainability Studies* , 8 (2), 157-184 ..

- Asmaa , Azmy (2022). The impact of digital transformation on the administrative empowerment of women, an applied study on workers in centers and units of a special nature at Mansoura University. *Scientific Journal of Financial Studies and Research* , 4 (1). P.: 547- "" 582.
- Attia , Muhammad (2022). The impact of administrative empowerment on achieving sustainable development for the Palestinian security establishment. *Journal of Al-Quds Open University for Administrative and Economic Research* , 7 (17), pp. 69-80.
- Bienkowska , A., Kral, Z., & Zablocka-Kluczka, A. (2017). IT tools used in the strategic controlling process–Polish national study results. In *International Conference at Brno University of Technology, Faculty of Business and Management* . \_
- Chugumbaev ,, & Barilenko, VI (2020). Strategic control as a tool of effective management of the region's economy. In *Growth Poles of the Global Economy: Emergence, Changes and Future Perspectives*" (pp. 25-36) . Springer, Cham
- Elbanna , S., Al Katheeri, B., & Colak, M. (2020). The harder firms practice strategic management, the better they are. *Strategic Change* ” , 29 (5), 561-569.
- Elbanna , S., Al Katheeri, B., & Colak, M. (2020). The harder firms practice strategic management, the better they are. *Strategic Change* ” , 29 (5), 561-569.
- Etemadian , S., & Parhizgar, MM (2021). Strategic control model of customs of the Islamic Republic of Iran. *Journal of Strategic Management Studies*, 12 (47), 276-299.
- Etemadian , S., & Parhizgar, MM (2021). Strategic control model of customs of the Islamic Republic of Iran. *Journal of Strategic Management Studies*, 12 (47), 276-299.
- Etemadian , S., & Parhizgar, MM (2021). Strategic control model of customs of the Islamic Republic of Iran. *Journal of Strategic Management Studies*, 12 (47), 276-299.
- Khan , K. (2021). Mediating Role of Ethical Leadership Among Employees Empowerment and Competitive Edge: A Case of Commercial Banks in Pakistan. *Humanities & Social Sciences Reviews*, 9 (2), 219-231.
- Khawaldeh , FO (2021). The Relationship between the Administrative Empowerment and Creative Behavior at Jordanian Private Universities. *Turkish Journal of Computer and Mathematics Education ( TURCOMAT )* , 12(9), 2720-2731.
- Lombardi , R., Trequattrini, R., Schimperna, F., & Cano-Rubio, M. (2021). The Impact of Smart Technologies on the Management and Strategic Control: A Structured Literature Review . 13(6), 231-263
- Lubanga , MA (2019). *The Effect Of Strategic Control Processes On Company's Non-Financial Performance: A Case of the Nairobi Hospital ( Doctoral Dissertation, United States International University-Africa)*
- Nermin , Hisham (2022). Strategic oversight and the possibility of its implementation in Syrian private universities, a case study of the Arab Academy for Science, Technology and Maritime Transport. *Tishreen University Journal* , 44 (4). Pg: 356-369.
- Peteraf , MA (2015). 'Managerial cognitive abilities and the microfoundations of dynamic capabilities'. *Strategic Management Journal* " , 3(6), pp 831–50.
- Peteraf , MA (2015). 'Managerial cognitive abilities and the microfoundations of dynamic capabilities'. *Strategic Management Journal* " , 3(6), pp 831–50.
- Salem , Bashir, 2022 (The reality of administrative empowerment in the Social Security Fund in Misurata. *Journal of Economics and Business Studies* , 9 (1). Pg.: 1-29 .
- Sameer.J (2022). The impact of administrative empowerment on the job satisfaction of employees, *Journal of Applied Research in Higher Education*. 4(9)p.249-261.
- Shibly , M., Alawamleh, HA, ( 2021 ). The relationship between administrative empowerment and continuous improvement: An empirical study. *Revista Geintec-Gestao Inovacao E Tecnologias* , 11 (2), 1681-1699.

Sibly , M., Alawamleh, HA, ( 2021 ). The relationship between administrative empowerment and continuous improvement: An empirical study. Revista Geintec-Gestao Inovacao E Tecnologias, 11 (2), 1681-1699.