Archives of Business Research – Vol. 13, No. 06
Publication Date: June 29, 2025
DOI:10.14738/abr.1306.18977.
Naji, F. M., Al-Rahoumi, A. A., & Mugahed, F. N. (2025). The Impact of Administrative Empowerment on Job Performance in Publicly Traded Companies. *Archives of Business Research, 13*(06). 168-181.

The Impact of Administrative Empowerment on Job Performance in Publicly Traded Companies

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ABSTRACT

This study aimed to examine the impact of managerial empowerment on job performance in public joint-stock companies in Yemen. It used a quantitative approach and surveyed 433 employees from eight companies. The results reveal a high level of managerial empowerment practice in listed companies, with an average score of 5.51. Similarly, the average job performance score in the companies recorded an average of 5.55, indicating a high level of practice that enhances efficiency and competitiveness. There is also a strong positive impact of managerial empowerment on job performance, with the effect measured at (beta = 0.89). Based on these findings, the study recommends a comprehensive approach to employee empowerment, emphasizing a supportive and engaging work environment, effective task delegation, structured long- and short-term training, and a strong focus on employee motivation to improve job performance in public joint-stock companies.

Keywords*:* Administrative Empowerment, Job Performance, Publicly Companies.

INTRODUCTION

Public joint-stock companies operate in an environment of significant and rapid change across various fields, making survival, continuity, and competitiveness increasingly challenging. These dynamic conditions necessitate a swift response to optimize human resources, a fundamental element in enhancing performance and productivity (Mohammad et al., 2025). Given the interdependence between companies and employees, organizations striving to maintain competitiveness must have competent management. Effective management frameworks are essential in supporting employees, particularly those deemed valuable assets to the company (Harefa et al., 2025).

Job performance JP, defined as the actual output of an individual's efforts, is influenced by the extent to which an employee utilizes their energy, capabilities, and motivation. At the

organizational level, effectiveness is closely tied to the efficiency of human resources, as employees play a crucial role in managing and utilizing material and financial assets (Mleitan, 2024). Achieving outstanding JP requires sound human resource management, where employee empowerment serves as a cornerstone.

Empowerment entails granting employees the authority, responsibility, and resources necessary to make decisions related to their job tasks. Empirical studies confirm that fostering various dimensions of AE significantly enhances JP (Ali et al., 2025). Recognizing the benefits of empowered employees-including increased productivity, engagement, and commitment-has led to a global trend in employee empowerment initiatives (Riak & Wanyama, 2025). AE is the foundation of creativity in JP, facilitating problem-solving, decision-making, innovation, and teamwork (Saputro & Sumartik, 2024). Al-Makhadhi & Mugahed (2024) emphasize that AE enables employees to actively contribute to corporate success through collaboration and idea generation.

Developing employees through empowerment is essential for improving JP, as it enhances individual competencies, authority, and responsibility-ultimately benefiting overall corporate performance (Sugiono & Alfaraby, 2025). Many companies have adopted strategic empowerment initiatives, including delegation of authority, effective communication, continuous training, employee participation, team-building efforts, and embracing continuous improvement principles (Alhammadi et al., 2023). However, some researchers argue that HR-related empowerment challenges are complex, directly and indirectly affecting organizational sustainability (Safvitri et al., 2024). Given the evident role of AE in enhancing JP in public joint-stock companies, researchers have sought to study its impact within Yemeni companies.

Problem

Public joint-stock companies in Yemen face multiple challenges that affect their JP and workplace stability, including weak administrative empowerment, represented by insufficient delegation, lack of active employee participation in decision-making, and limited professional development opportunities. These issues lead to low job satisfaction and a lack of organizational loyalty, which negatively impact the quality and efficiency of JP. According to the studies of AL-Muttairi (2025); Ahmed (2020); Ayed & Al-Bashari (2020).

Studies, including those by AL-Muttairi (2025); Mleitan (2024); Saputro & Sumartik (2024); Alhammadi et al. (2023), have confirmed the positive effect of AE on JP. Based on the above, the research problem is summarized in the following main question: What is the role of administrative empowerment (AE) in improving job performance (JP) in public joint-stock companies? This main question is divided into the following sub questions:

- *RQ#1*: What is the current state of AE in public joint-stock companies?
- RQ#2: What is the level of JP in public joint-stock companies?
- RQ#3: Is there an impact of AE on JP levels in public joint-stock companies?

Objectives:

The study objectives are united as follows;

- Identifying the current state of AE in public joint-stock companies.
- Assessing the level of JP in public joint-stock companies.

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- Examining the impact of AE on JP levels in public joint-stock companies.

Importance:

The importance of the study can be summarized as follows;

- Theoretical Significance: Contributing to the dissemination of AE culture and its impact on improving JP among employees in public joint-stock companies. Additionally, enriching scientific literature and assisting researchers through the study's findings and recommendations, which serve as a foundation for further research in corporate management.
- Practical Significance: Aligning with national and governmental trends emphasizing the need for public joint-stock companies to excel and enhance their JP. The study provides a clear perspective for specialists, officials, and economic decision-makers on the reality of AE and JP levels in public joint-stock companies, as well as the impact of AE in improving JP.

LITERATURE REVIEW

Administrative Empowerment (AE):

Researchers have explained and defined the concept of administrative empowerment in different ways. AE is defined as "An internal administrative process that involves delegating authority to one another, working on training them, activating communication, and enhancing team spirit" (Alhammadi et al., 2023, p. 69). It is also defined as "the expansion of employees' authority, granting them timely and sufficient information to make decisions within a collective work system aimed at developing their leadership skills" (Al-Makhadhi & Mugahed, 2024, p. 240). Furthermore, it is defined as "granting employees' broader powers and more participation in decision-making, in addition to providing opportunities for professional growth and a suitable work environment according to a permanent strategy that enhances their sense of confidence and contributes to achieving goals" (AL-Muttairi, 2025, p. 62). Based on these definitions, AE can be understood as an approach that aims to delegate authority and responsibilities to employees while fostering their professional development, ultimately enhancing their JP.

AE is essential for organizational success, particularly in dynamic business environments that demand swift adaptability. By granting employees greater autonomy and decision-making authority, companies can enhance efficiency, reduce costs, and streamline operations. Empowered employees are more engaged, innovative, and motivated, leading to higher productivity and organizational loyalty (Riak & Wanyama, 2025). Additionally, fostering a culture of empowerment accelerates decision-making, strengthens commitment, and cultivates creativity, positioning companies for long-term competitiveness and sustainable growth.

The key dimensions of AE include the following (Haji, 2021):

- Delegation of Authority: Assigning responsibility and authority to another person to complete a well-defined task.
- Teamwork: A system of interconnected entities entrusted with accomplishing a specific mission or achieving a defined goal.

- Effective Communication: A two-way process ensuring information flows properly for decision-making and implementation.
- Professional Development of Employees: Planned and structured efforts by the company to enhance employees' skills and competencies.
- Employee Motivation: Incentives play a crucial role in strengthening employee-company relationships and stimulating their ambition and engagement.

Developing a strategic vision ensures that employees make decisions aligned with corporate goals, fostering direction and cohesion within the organization. Creating a culture of empowerment cultivates an environment where employees feel valued and respected, encouraging innovation and engagement. Strong teamwork, built on trust, enhances responsibility-sharing and collaboration, leading to more effective problem-solving. Meanwhile, establishing structured systems and guidance provides employees with clear authority, minimizing ambiguity in decision-making and ensuring operational efficiency (Vu, 2020).

Job Performance (JP)

Researchers have explained and defined the concept of Job Performance in different ways. JP is defined as "the accumulated value of the activities or actions where the employee is directly involved in contributing, either positively or negatively, to the organization's objectives" (Mohammad et al., 2025, p. 1211). It is also described as JP is "the effort given by employees on the job" (Darmawan & Tanuwijaya, 2023, p. 2), "the level of achievement attained by employees in tasks and roles, as well as the compatibility between job responsibilities and the employee's capabilities" (Alhammadi et al., 2023, p. 70). Based on these definitions, JP represents the tangible outcome of employees' efforts in achieving the organization's strategic objectives.

Key JP is to corporate success, optimizing resource management, production quality, and employee efficiency. It helps identify strengths and weaknesses, supports goal achievement, and ensures effective use of workforce potential. Strong performance fosters motivation, innovation, and organizational growth (Wibowo & Sutianingsih, 2025).

Key dimensions of JP include (Hasinat et al., 2024):

- Job knowledge: Understanding industry-specific knowledge and professional skills for accurate task execution.
- Work quantity: Productivity levels measured over a specific period.
- Work quality: The degree of precision, compliance with industry standards, and creativity levels.
- Perseverance and reliability: Employee commitment to responsibility, timely task completion, and independent problem-solving ability.

Key JP requirements include clearly defined goals and work expectations, ensuring employees fully understand their responsibilities. A strong grasp of work procedures, coupled with continuous refinement, fosters operational efficiency and adaptability. Administrative effectiveness, achieved through accuracy, prioritization, and organization, optimizes decision-making and workflow. Additionally, employee development, driven by capability recognition

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and professional enhancement, strengthens workforce competencies. Meeting these requirements significantly enhances corporate JP, aligns with organizational objectives, and contributes to greater shareholder satisfaction. (Ahmed, 2020). Achieving these requirements significantly enhances corporate JP, aligns with organizational goals, and increases shareholder satisfaction.

METHODOLOGY

The current study followed a structured methodology and set of procedures, which included the following steps;

Methods

The study adopted the descriptive analytical method to examine and analyze the impact of AE on improving JP in public joint-stock companies in Yemen. This method allows for a comprehensive understanding of the relationship between AE and JP by systematically describing existing conditions, analyzing data, and drawing insights based on empirical findings. Joint-Stock Company is defined as "a company whose capital is divided into equal-value shares that can be traded, and shareholders are only liable for the shares they own in the company" (Ministry of Supply and Trade, 2000, p. 101).

Community and Sample

The study population consists of all managers and employees of Yemeni public joint-stock companies, totaling 1,970 individuals according to company records. A simple random sample of 433 individuals was selected, representing 21% of the study population. This proportion is considered an acceptable sample size, aligning with the recommended range of 10-20% for social and human studies (Sekaran, 1992), as shown in Table 1Table 1:

Table 1: Sample Size in Relation to the Study Population

Company Name	*Population*	*N*	*Percentage*
Yemen Mobile Company	528	112	21%
Cooperative & Agricultural Credit Bank	387	76	20%
Construction & Development Bank	303	62	20%
Kamaran Trading & Investment Co.	251	53	21%
Yemeni Drug Manufacturing & Trading Co (YEDCO)	161	45	27%
Kuwaiti Real Estate Investment Group	151	35	23%
Arab-Yemeni-Libyan Holding Co (ARABIL)	112	30	26%
Yemeni Sugar Refining Company	77	19	24%
Total	1970	433	21%

Source: Researchers and company data

Table 2 presents the sample size and its characteristics as follows:

Table 2: Sample Size and Characteristics

Variable	*Category*	*Count*	*%*
Gender	Male	335	77.4%
	Female	98	22.6%
	Total	433	100%
Qualification	High School or Below	48	11.1%

	Bachelor's Degree	307	70.9%
	Postgraduate	68	15.7%
	Total	433	100%
Position	Employee	220	50.8%
	Department Manager	149	34.4%
	Leadership	64	14.8%
	Total	433	100%
Experience	3 - 5 years	35	8.1%
	6 - 10 years	110	25.4%
	11 - 15 years	147	33.9%
	16 years and above	141	32.6%
	Total	433	100%

Source: data processing results

From Table 2, we conclude that the sample size distribution is appropriately aligned with the demographic variables of the respondents. This confirms the sample's suitability for statistical analysis and indicates that it accurately represents the original population, allowing for generalization of the study's findings.

Tool

A questionnaire was developed as a data collection tool aligned with the study's objectives, following a thorough review of relevant literature and previous studies. The final version consists of 50 statements, with 30 representing AE and 20 representing JP. The statements were designed to enable respondents to assess the degree of practice within public joint-stock companies using a five-point Likert scale. The validity and reliability of the tool were ensured as follows:

Validity of the Tool:

To ensure the validity of the tool, Pearson's correlation coefficient (r) was used, where the values of the coefficients were as shown in Table 3:

Table 3: Correlation Coefficients

Axis 1: (AE)							
Dimension	***1***	***2***	***3***	***4***	***5***	***6***	***7***
Delegation	.84**	.88**	.90**	.86**	.83**	.88**	.83**
Teamwork	.85**	.86**	.84**	.89**	.90**	.72**	
Training	.85**	.86**	.91**	.91**	.86**		
Participation	.85**	.89**	.89**	.90**	.85**	.89**	
Motivation	.81**	.82**	.92**	.90**	.93**	.82**	
Axis 2: (JP)							
Dimension	***1***	***2***	***3***	***4***	***5***		
Knowledge	.66**	.87**	.86**	.83**	.88**		
Work Quantity	.82**	.70**	.83**	.77**	.86**		
Work Quality	.88**	.88**	.91**	.87**	.85**		
Reliability	.84**	.82**	.82**	.89**	.85**		

**p ≤0.01 Source: data processing results

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From Table 3, the correlation coefficients for each statement within its respective dimension range from 0.66 to 0.93, with a significance level of $p < 0.01$, indicating high statistical significance. These results demonstrate strong internal consistency within the measurement tool, confirming its validity and reliability for assessing administrative empowerment (AE) and job performance (JP).

Tool Stability:

To ensure the reliability and internal consistency of the measurement tool, Cronbach's Alpha coefficient was applied. The coefficient values are presented in Table 4:

Table 4: Cronbach's Alpha Coefficients for Tool Reliability

Axis 1: (AE)		
Dimension	***Number***	***Cronbach's Alpha***
Delegation	7	0.94
Teamwork	6	0.92
Training	5	0.93
Participation	6	0.94
Motivation	6	0.93
(AE) Scale	30	0.98
Axis 2: (JP)		
Knowledge	5	0.88
Work Quantity	5	0.85
Work Quality	5	0.93
Reliability	5	0.90
(JP) Scale	20	0.96

Source: data processing results

As shown in Table 4, the Cronbach's Alpha coefficient for the AE scale is 0.98, with its dimensions ranging from 0.92 to 0.94. Similarly, the JP scale has an Alpha coefficient of 0.96, with its dimensions ranging from 0.85 to 0.93. These high values indicate strong reliability, confirming that the measurement tool exhibits a high degree of internal consistency and validity for assessment purposes.

Statistical Treatments

The data was processed statistically using the SPSS package, employing arithmetic means and standard deviations for distribution analysis, Cronbach's Alpha coefficient to determine tool reliability, Pearson correlation coefficient to measure relationships between variables, and simple and multiple regression analysis to assess the impact of AE on JP. Additionally, relative weighting based on the seventh-point Likert scale was used to evaluate practice levels, as shown in Table 5:

Table 5: Ratings, Weighted Scores, and Relative Percentages

Verbal Significance	***Weighted Score***	***Relative Weighting***
Very Low	1	1.0 – 1.86
Low	2	1.87 – 2.71
Slightly Low	3	2.72 – 3.57
Moderate	4	3.58 – 4.43
Slightly High	5	4.44 – 5.29

High	6	5.3 – 6.14
Very High	7	6.15 – 7.0

Source: data processing results

Table 5. The relative weight was determined through a systematic approach. First, the range between the highest and lowest values was calculated (7 - 1 = 6). Next, the range was divided by the total number of categories (6 ÷ 7 = 0.86). Finally, each category was adjusted by adding 1 to incorporate the calculated interval, ensuring accurate weighting across the dataset.

RESULTS

Answer RQ#1:

What is the reality of AE practice in public joint-stock companies from the perspective of management and employees? To analyze this, arithmetic means and standard deviations were used, and the results are presented in Table 6**:**

Table 6: Means and Standard Deviations for (AE)

No.	***Dimension***	***Mean***	***SD***	***Significance***
1	Delegation	5.46	1.03	High
2	Teamwork	5.45	1.01	High
3	Training	5.47	1.09	High
4	Participation	5.35	1.15	High
5	Motivation	5.34	1.19	High
Total scale		5.41	1.01	High

Source: data processing results

Based on Table 6, AE exhibited a high level of practice, with an overall mean score of 5.51 and an SD of 1.08. The individual dimensions also demonstrated consistently strong mean scores: delegation at 5.46, teamwork at 5.45, training at 5.47, participation at 5.35, and motivation at 5.34. Additionally, the SD values, ranging from 1.01 to 1.19, indicate strong consistency in responses, reinforcing the reliability of the findings.

Answer RQ#2:

What is the level of JP in public joint-stock companies from the perspective of management and employees? To analyze this, arithmetic means and standard deviations were used, and the results are presented in Table 7:

Table 7: Means and Standard Deviations for (JP)

No.	***Dimension***	***Mean***	***SD***	***Significance***
1	Knowledge	5.59	0.91	High
2	Work Quantity	5.56	0.94	High
3	Work Quality	5.49	1.07	High
4	Reliability	5.55	1.00	High
Total scale		5.55	0.91	High

Source: data processing results

Based on Table 7, JP demonstrated a high level of effectiveness, with an overall mean of 5.55 and an SD of 1.91. The individual dimensions also reflected strong performance, with knowledge scoring 5.59, work quantity at 5.56, work quality at 5.49, and reliability at 5.55.

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Additionally, the SD values, ranging from 0.91 to 1.07, indicate high consistency in the responses, reinforcing the reliability of the findings.

Answer RQ#3:

Is there an effect of AE on JP in public joint-stock companies? To analyze this effect, simple and multiple linear regression analyses were conducted to determine the relationship between variables and measure the impact accurately. The results are presented in Table 8:

Table 8: Simple Linear Regression Analysis

R	*R^2*	*F*	*Sign.*	*B*	*St. Error*	*Beta*	*t*	*Sign.*
0.90	0.81	1820.62	0.000	0.81	0.091	0.89	11.107	0.000

Source: data processing results

Table 8 demonstrates a strong correlation between the independent variable AE and the dependent variable JP, with a correlation coefficient (R = 0.90) and a coefficient of determination (R^2 = 0.81). The (F = 1820.62) value surpasses the critical threshold, confirming the statistical significance of the relationship.

Additionally, the regression coefficient (B = 0.81) and the impact degree (Beta = 0.89) indicate a substantial positive effect of AE on JP. This is further validated by (t = 11.107) with a significance level of (p = 0.00), reinforcing the robustness of these findings.

To confirm the effect of AE on improving JP, multiple linear regression analysis was conducted, and the results are shown in Table 9:

Table 9: Multiple Linear Regression Analysis

Independent Variable	*B*	*St. Error*	*Beta*	*t*	*Sign.*	*(VIF)*
Delegation	0.115	0.037	0.130	3.056	0.002	4.21
Teamwork	0.212	0.039	0.236	5.429	0.000	4.42
Training	0.216	0.034	0.261	6.397	0.000	3.89
Participation	0.160	0.040	0.203	4.029	0.000	5.96
Motivation	0.117	0.033	0.154	3.569	0.000	4.33
Constant Regression	1.10	0.109	—	10.09	0.000	—
1. R=0.82	2. R^2 = 0.82		3. F= 383.800		4.	

Source: data processing results

Table 9 highlights a strong correlation between AE dimensions and JP, with a correlation coefficient (R = 0.91) and a coefficient of determination (R^2 = 0.82), indicating that 82% of the variance in JP is explained by empowerment factors. The (F = 383.800) confirms the statistical significance of the model.

Additionally, the B values for dimensions range from 0.115 to 0.216, with standard errors between 0.033 and 0.040, indicating stable parameter estimates. The (VIF) values range from 3.89 to 5.96, confirming that multicollinearity remains within acceptable limits. The impact degree of dimensions, represented by Beta values, varies from 0.13 to 0.26 at a highly significant level of (P = 0.00), reinforcing the robustness of the findings.

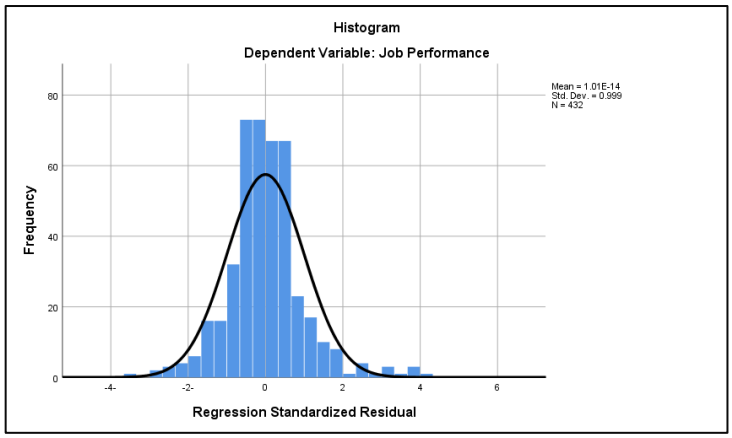

Figure 1: Normal Distribution

Figure 2 illustrates the normal distribution of data, confirming its adherence to the standard normal distribution, which is a necessary condition for conducting regression analysis.

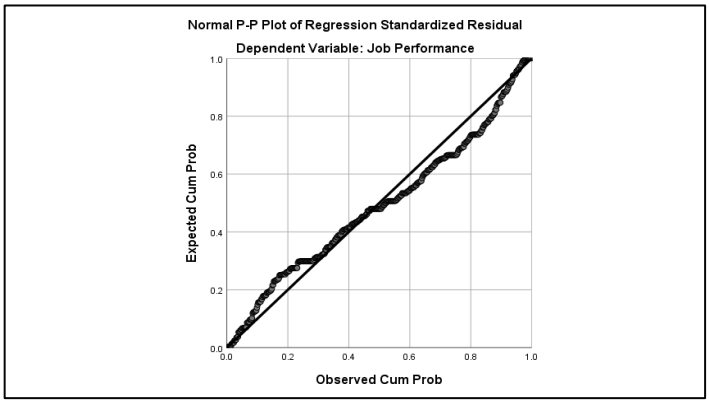

Figure 3: Distribution Graph

Figure 4 presents a graph showing that the data clusters around the straight line, indicating that the residuals follow a normal distribution, which is one of the key conditions for conducting regression analysis.

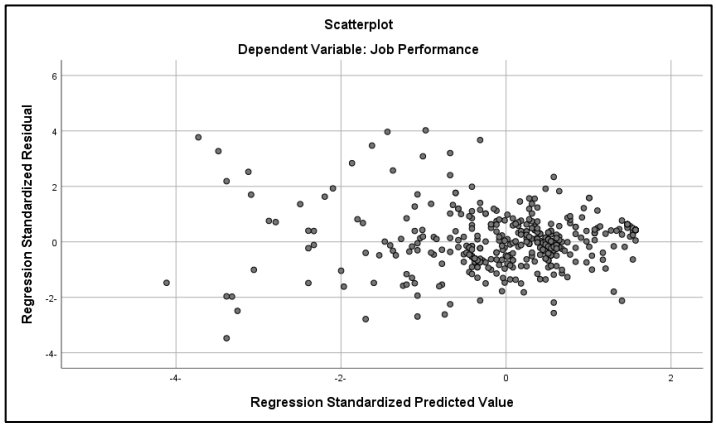

Figure 5: Residual Distribution

Figure 6 illustrates the spread of residuals alongside expected values. The absence of a specific pattern in the plot aligns with the linearity assumption, which is a necessary condition for conducting regression analysis.

DISCUSSIONS

The overall mean of AE is 5.51, with an SD of 1.08, indicating a high level of empowerment in public joint-stock companies. The training dimension ranked highest at 5.47 with an SD of 1.09, whereas the motivation dimension ranked lowest at 5.34 with an SD of 1.19, both demonstrating strong implementation. Researchers attribute these findings to the heightened awareness among company leadership and employees regarding the significance of AE, particularly in response to ongoing technological and managerial advancements. This finding aligns with studies by AL-Muttairi (2025); Riak & Wanyama (2025); Al-Makhadhi & Mugahed (2024); Alhammadi et al. (2023); Ayed & Al-Bashari (2020) which concluded that the level of empowerment was high.

The overall mean of JP is 5.55, with an SD of 0.91, indicating a high level of performance in public joint-stock companies. Among its dimensions, knowledge ranked highest at 5.59 with an SD of 0.91, while quality ranked lowest at 5.49 with an SD of 1.07, yet both demonstrate strong implementation. Researchers attribute this outcome to the heightened awareness among company leadership and employees regarding the necessity of enhancing JP to ensure competitiveness, continuity, and sustainability in both local and global markets. This finding aligns with studies by Riak & Wanyama (2025); Al-Harithi & Mugahed (2025); Alhammadi et al. (2023) which reported a high level of JP.

The study found a strong correlation between the independent variable AE and the dependent variable JP, with a correlation coefficient (R = 0.90) and a coefficient of determination (R^2 = 0.81). The F = 1820.62, exceeding the critical value, confirms the statistical significance of this relationship. AE accounts for 81% of the variance in JP, while the remaining 19% is influenced by other factors. Additionally, the regression coefficient (B = 0.81) and impact degree (Beta = 0.89) indicate a strong positive effect, further supported by (t = 11.107) with a significance level of (P = 0.00), which is below the threshold (P = 0.01). This suggests that a one-unit increase in AE leads to an 89% improvement in JP, reinforcing the substantial role of empowerment in enhancing job performance within public joint-stock companies.

Furthermore, the study revealed varying positive effects of AE dimensions on JP, with impact degrees ranging from (Beta = 0.13 to 0.26), all statistically significant at (P = 0.00), which is lower than 0.01. Among these dimensions, professional training exhibited the strongest effect (Beta = 0.26). Additionally, (VIF) values confirmed the absence of multicollinearity concerns, as they remained below the threshold of 10, ensuring the reliability of the regression model.

Based on these findings, the study confirms the positive impact of AE on JP in public joint-stock companies. This result aligns with studies by Ali et al. (2025); Riak & Wanyama (2025); AL-Muttairi (2025); Mleitan (2024); Saputro & Sumartik (2024); Alhammadi et al. (2023) which also found a significant effect of AE on JP. However, it differs from the study by Sugiono & Alfaraby (2025), which found no impact.

CONCLUSION

- The study revealed a high level of AE in public joint-stock companies, as evidenced by an overall mean of 5.51 and an SD of 1.08. This reflects a strong awareness of its significance, particularly in the context of technological and managerial advancements. Similarly, JP recorded an average of 5.55 with an SD of 0.91, indicating a high degree of practice that fosters efficiency and competitiveness.
- The results indicate a strong positive impact of AE on JP, as evidenced by a correlation coefficient of (R = 0.90) and a coefficient of determination (R^2 = 0.81). This suggests that 81% of the variance in JP can be attributed to AE, while the remaining 19% is influenced by other factors. Furthermore, the statistical significance of (F = 1820.62) reinforces the robustness of this relationship. The impact coefficient (Beta = 0.89) suggests that a one-unit increase in AE corresponds to an 89% improvement in JP, underscoring its critical role in enhancing performance within public joint-stock companies.
- Regarding the dimensions of AE, their effects varied, with Beta values ranging from 0.13 to 0.26, where professional training exerted the strongest impact (Beta = 0.26). Furthermore, the (VIF) values confirmed the absence of multicollinearity concerns, reinforcing the reliability of the regression model.
- Thus, the study confirms that AE is a key strategy for enhancing JP, emphasizing the need for its application to ensure sustained organizational success.

RECOMMENDATIONS

Based on the findings and conclusions, researchers recommend the following:

- Strengthening commitment to AE principles to improve JP in public joint-stock companies in Yemen.
- Enhancing AE methods among employees in these companies.
- Motivating employees both financially and morally to improve JP and increase satisfaction, linking motivation to performance.

Researchers also suggest conducting further studies, including:

- Examining the impact of AE on achieving institutional excellence in public joint-stock companies.
- Investigating the effect of JP on achieving competitive advantage in public joint-stock companies.

DECLARATIONS

Availability of data and materials

Not applicable.

Competing Interests

The authors declares that they have no competing interests.

Funding

This study received no specific financial support.

Acknowledgements

URL: http://doi.org/10.14738/abr.1306.18977

We thank like to the chairmen and employees of the Yemeni public joint-stock companies for enabling us to conduct the field study. We also thank the professors at the Public Administration Center for their valuable cooperation in preparing and administering the questionnaires.

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