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The role of employee empowerment strategy in enhancing outstanding performance: An analytical study at Al-Ramadi teaching hospital

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Abstract

The study seeks to determine the impact of the staff empowerment strategy on improving exceptional performance at Al-Ramadi Teaching Hospital. The study offered a fundamental inquiry: What is the significance of the employee empowerment approach in augmenting exceptional performance? To fulfill the study aims, the researcher employed a descriptive-analytical technique. The research examined the perspectives of a cohort of employees at Al-Ramadi Teaching Hospital in Anbar Governorate. Data was gathered by a questionnaire, which served as the primary instrument, with 300 questionnaires disseminated among hospital personnel. The research yielded numerous significant conclusions, the most crucial of which is the association between the employee empowerment method and exceptional performance. The employee empowerment technique enhances exceptional performance. Moreover, the research offered other recommendations.

Keywords: Employee empowerment strategy, outstanding performance, AL-Ramadi teaching hospital

Introduction

Today, healthcare organizations recognize that achieving their goals is not possible without keeping pace with and effectively applying the latest strategies that place significant focus on employees. Employees are considered a fundamental base for healthcare organizations and a cornerstone for establishing their position in the professional field. Acknowledging employees as stakeholders in healthcare organizations is of paramount importance. Therefore, healthcare organizations must work on empowering their employees, as this has a significant positive impact on both the employees and the organizations striving to achieve their goals.

Employee empowerment enhances the employee experience, gauges their perception of outstanding performance in the healthcare organization, and utilizes the knowledge provided by employees to improve performance and bridge the gaps between desired and actual performance levels in healthcare organizations.

This highlights the necessity of examining staff empowerment tactics to ascertain how their elements might be utilized to improve exceptional performance in the analyzed institution. Exceptional performance is an essential need for healthcare organizations in both the public and private domains. This results from several variables, including initiatives to enhance staff happiness and cultivate loyalty to the healthcare organization, alongside additional reasons that will be examined in the research's theoretical framework.

Section One: The Methodological Framework

First: Research Problem

The environmental complexities surrounding organizations and the context in which they operate significantly impact their performance. These complexities impose various challenges that organizations must address effectively to ensure their progress and success in their respective fields. Such complexities and changes have a profound effect on the healthcare sector in Iraq, which is one of the most critical service sectors due to the sensitive nature of its services and the specific, precise requirements they demand.

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Failure to meet these requirements can lead to severe consequences not only within the healthcare sector but also in other related sectors. Furthermore, the inability to achieve outstanding performance results in increased costs and losses, particularly concerning human health. Thus, healthcare services are distinct from other services in terms of their importance and impact.

The researcher observed during exploratory visits to Al-Ramadi Teaching Hospital that there is a performance issue, as there are indications of a decline in performance levels within the hospital. Therefore, it is essential to adopt new strategies to develop the healthcare sector in all its aspects, which in turn enhances the delivery of high-quality healthcare services.

This research seeks to enhance performance and get exceptional results through the implementation of an employee empowerment method, consequently increasing the productivity of work systems. The research challenge is articulated through the key question: "What is the role of the employee empowerment strategy in attaining exceptional performance?"

Second: Importance of the Research

This research is significant for elucidating the notion of employee empowerment approach, given the scarcity of

studies addressing this concept, as far as the researcher is aware. The research contributes to encouraging Al-Ramadi Teaching Hospital to adopt new and innovative strategies for employee participation and empowerment to improve performance. Additionally, It highlights the intellectual and logical relationship between the two variables.

Third: Research Objectives

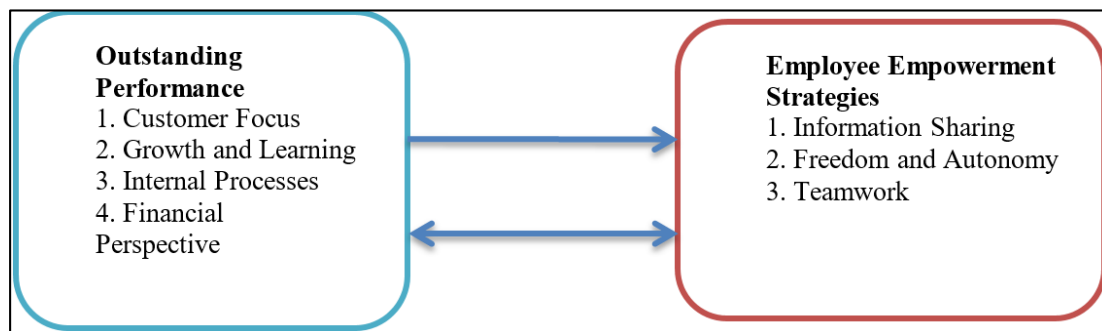
The current research aims to

1. Understand the nature of the impact of the employee empowerment strategy on the delivery of healthcare services at Al-Ramadi Teaching Hospital.
2. Examine the relationship between the two variables inside the institution.
3. Familiarize hospital employees with the concept of the employee empowerment strategy, its importance, and its significance in guaranteeing the hospital's prosperity and sustainability in providing healthcare services.

Fourth: Research Framework and Hypotheses

1. The Hypothetical Framework of the Research

The researcher designed the research model based on the research problem, its significance, and objectives. **Figure (1)**



Source: Prepared by the researcher

Fig 1: Hypothetical Framework of the Research

Research Hypotheses

In alignment with the research paradigm and the research challenge, the following hypotheses were formulated:

A. Correlation Hypothesis (Ha1): There is a significant correlation between the employee empowerment strategy and outstanding performance at Al-Ramadi Teaching Hospital. The following sub-hypotheses stem from this main hypothesis

- **First Correlation Hypothesis (Ha1-1):** There is a significant correlation between information sharing and outstanding performance.
- **Second Correlation Hypothesis (Ha1-2):** There is a significant correlation between freedom and autonomy and outstanding performance.
- **Third Correlation Hypothesis (Ha1-3):** There is a significant correlation between teamwork and outstanding performance.

B. Impact Hypothesis (Ha2): The staff empowerment model significantly influences exceptional performance at Al-Ramadi Teaching Hospital. The subsequent sub-hypotheses derive from this primary hypothesis

- **First Impact Hypothesis (Ha2-1):** Information sharing has a significant impact on outstanding performance.
- **Second Impact Hypothesis (Ha2-2):** Freedom and autonomy have a significant impact on outstanding performance.
- **Third Impact Hypothesis (Ha2-3):** Teamwork has a significant impact on outstanding performance.

Fifth: Research Methodology

To fulfill the study's aims, the researcher employed the descriptive-analytical technique, a renowned scientific approach in research. This approach facilitates the identification of the link between variables, their causative factors, trends, and comprehension of their reality via data collecting. Consequently, the descriptive-analytical technique is deemed realistic, as it examines the phenomena as it occurs in actuality.

Sixth: Research Scope

The research was carried out from October 14, 2024, until January 9, 2025. The investigation concentrated on Al-Ramadi Teaching Hospital as its subject population. The sample comprised 300 hospital personnel. The research was conceptually restricted to two factors: employee

empowerment approach as the independent variable and exceptional performance as the dependent variable, including the sub-dimensions of both variables.

Section Two: Theoretical Framework

First: Employee Empowerment Strategy

1. Concept of Empowerment

The interest in employee empowerment strategies has increased in recent years, particularly due to rapid environmental changes and the growing intellectual and knowledge capabilities of employees across various organizations. This has prompted many organizational leaders to focus on this concept, elevating its importance in achieving outstanding organizational performance and gaining employee satisfaction and loyalty, which contribute to acquiring and maintaining competitive advantage and ensuring the organization's survival in the market over the long term.

Employee empowerment has been defined by Al-Nima and Suleiman (2012) ^[18] as granting employees broad authority to make decisions related to the development of services provided to customers. On the other hand, Kim and Fernandez (2017) ^[25] define it as a four-dimensional motivational framework consisting of perception, meaning, competency, and autonomy, reflecting an active rather than passive approach toward work.

2. Importance of Employee Empowerment

Employee empowerment is a topic that has been the focus of many researchers in the field of human resource management. Their research and studies indicate that employee empowerment contributes to improving quality, achieving job satisfaction, organizational commitment, and organizational effectiveness. Al-Kaabi (2017) ^[11] identified several reasons that highlight the importance of empowerment:

1. It helps top management focus on and address long-term strategic issues, rather than getting involved in daily routine matters.
2. It ensures the optimal utilization of all available resources, particularly human resources, to maintain competitive development.
3. It enables quicker decision-making and unleashes the creative capabilities and skills of employees.
4. It reduces operational costs by minimizing unnecessary administrative levels.
5. It gives employees greater responsibilities over their work, leading to a sense of achievement in their tasks.

3. Dimensions of Employee Empowerment Strategy

Researchers have varied opinions on the dimensions of employee empowerment strategies. Depending on the nature of the organization being studied, or more specifically, the strategic approach the organization adopts, the following dimensions were selected:

- Information Sharing
- Freedom and Autonomy
- Teamwork

A. Information Sharing

Information sharing is one of the key dimensions of the empowerment strategy. The core aspect of implementing an empowerment strategy is the extent to which sufficient information about all organizational activities is available

and accessible to all employees: (Al-Sabaawe *et al.*, 2020, 153) ^[2] This means that the most crucial step in building empowered organizations lies in providing information about the goals the organization seeks to achieve. Regarding the requirements for information sharing, they include: (Halima & Yamina, 2015, 13) ^[14].

- **Building Trust:** This refers to the trust between management and employees, established through the continuous exchange of information about the actual activities between management and staff.
- **Enhancing Responsibility:** Information sharing requires employees to take on more responsibilities and meet the management's expectations, as well as hold them accountable for the achieved results.
- **Availability of Communication Channels:** Continuous information exchange between management and employees requires smooth channels that ensure information reaches the right people at the right time and place.

B. Freedom and Autonomy

This dimension represents the self-determination in carrying out work behaviors within the organization. Freedom is considered the strategic dimension of empowerment, as it means granting employees the freedom to carry out tasks without constantly seeking approval from top management. Autonomy, on the other hand, refers to reducing the role of supervision in performing tasks and granting employees greater authority by implementing wide-reaching actions such as restructuring the organization.

Emphasized that freedom and autonomy mean top management's trust in employees and granting them greater space and complete freedom to perform their tasks, Latifa (2015, 65) ^[13] identified three types of freedom:

- **Routine Discretionary Freedom:** This type is exercised when employees choose the best alternative from a set of available options to perform their daily tasks.
- **Creative Discretionary Freedom:** This type occurs when employees independently generate alternatives for performing their tasks.
- **Constrained Discretionary Freedom:** This represents the negative side of freedom, where the organization imposes certain behaviors on employees while performing their tasks.

C. Teams

Teams represent small groups of employees who work together and support each other in performing daily tasks through the authority granted to them. They are responsible for planning, implementing, and controlling processes to achieve the organization's success. These teams break down the organization's overall tasks into smaller, specialized sub-tasks (Hawari & Dhaif, 2018, 205) ^[19].

Al-Malfouh (2016, 32) ^[16] pointed out the requirements for achieving effectiveness in self-managed teams, which include the following:

- Employees should be familiarized with the concept of teams, their importance, their nature, and their responsibilities.
- Top management should have a clear commitment and desire to implement the team-based approach.

- The new approach should be discussed with managers to remove any fears, as some managers may believe this approach limits their authority.
- Top management should realize that the results of implementing this approach will not be achieved in the short term. Adequate time is needed for its application, absorption, and training of employees to achieve the desired outcomes.

Second: Outstanding Performance

1. Concept of Outstanding Performance

There are several different concepts of performance discussed by researchers from various perspectives. To clarify, we will first define performance, then excellence in general, and finally outstanding performance specifically. Performance represents the final outcome achieved through a set of practices and activities adopted by the organization to achieve its desired goals (David, 2001: 308) ^[21, 22]. However, performance refers to the overall activity of the organization, which indicates the level of success or failure in achieving and delivering added value to the customer as planned and its ability to adapt to the environment by continuously maintaining outstanding performance (Taha, 2008: 97) ^[7]. Interest in the concept of excellence began in the 1980s when American researchers Robert Waterman and Thomas Peters wrote their book titled *In Search of Excellence*, which was a result of the progress and excellence achieved by Japanese organizations in performance, surpassing the performance of all organizations in industrialized countries. This prompted American organizations to adopt the excellence standards used by Japanese organizations.

The terms related to this concept are varied due to the differences in how researchers in the field of business management and its applications have translated the term. It was named "organizational performance excellence" by the Malcolm Baldrige National Quality Award and "organizational excellence" by the European Institutions Committee. In Arabic research, it is referred to as institutional performance. In this study, the term Balanced Scorecard is used to achieve outstanding performance because it aligns with the study's variables and dimensions, and because it is an indicator and measure of strategic performance in the studied organizations.

Defines outstanding performance as the process through which business tasks are completed, driven, and encouraged towards achieving set goals in the best possible way. Meanwhile, (Al-Saray, 2017: 110) ^[5] defines it as the best performance that an organization achieves, surpassing competitors through intellectual and creative capabilities that exceed established and expected standards. Furthermore, defines optimal performance as the organization's investment in its creative and innovative capabilities to offer the best products to the final customer.

2. The Importance of Outstanding Performance

The importance of outstanding performance is highlighted by its significant role in achieving various benefits for organizations characterized by excellence in performance, particularly through the high quality of services provided to customers, surpassing competitors in the market. According to the importance of outstanding performance lies in supporting and promoting innovation and creativity processes, enhancing the effectiveness of the shared culture

among employees, and the ability to leverage strengths within the internal environment to address weaknesses in the organization. Additionally, it offers high flexibility in quickly responding to customer needs and demands by providing excellence and diversity in product offerings, as well as implementing effective management information systems that assist strategic management in making rapid decisions and avoiding missed opportunities. Furthermore, Dewaal (2010: 10) ^[23] explained that outstanding performance contributes to enhancing the organization's ability and capacity to adapt and respond swiftly to external environmental changes, achieving superiority and rapid advancement compared to competing organizations. It also aids in developing employees' intellectual and knowledge-based skills through training and motivation, while emphasizing the adoption of continuous improvement principles.

3. Dimensions or Aspects of Measuring Outstanding Performance

Performance reflects the results and continuous actual performance of organizations, serving as a comparison between what was planned and what was implemented. The Balanced Scorecard is a tool for measuring outstanding performance in organizations, particularly in terms of strategic performance, and it aligns with the concept of Blue Leadership Indicators. Below is an explanation of the Balanced Scorecard dimensions.

A. Customer Perspective

The customer perspective is one of the most important primary aspects of the Balanced Scorecard. This dimension indicates the organization's ability to meet both expected and unexpected customer needs, placing them as a priority in its current and long-term strategic plans. It measures how well the organization can translate its mission into a set of metrics, such as high quality and low cost, which enhances its competitive strength and differentiates it from competitors (Mahad, 2011: 85) ^[14]. By understanding the value delivered to customers, which refers to the bundle of benefits customers derive from the goods and services offered, the organization ensures that this value exceeds the monetary amount paid by the customer. This strategy aims to retain customers, win their loyalty, and achieve the highest level of customer satisfaction while attempting to attract new clients to the organization (Mariam, 2014: 51) ^[15]. This requires the organization to provide a set of precise and relevant information, particularly regarding modern business models designed to meet customer demands and exceed their expectations, in order to build a distinctive mental position in the minds of customers compared to competing organizations (Isoraite, 2008: 18) ^[24]. This pushes the organization to achieve long-term strategic value for customers, particularly by meeting their needs through continuous innovation and creativity in internal processes while minimizing costs. This approach increases market share and ultimately achieves the satisfaction of both customers and investors, in particular (Mathys, 2006: 10) ^[26].

B. Financial Perspective

The financial perspective is considered one of the most important core aspects of the Balanced Scorecard. Its purpose is to measure the financial performance of the

organization, providing a comparative view of the organization's current financial performance versus its performance in previous periods. The goals included in the other perspectives are linked, directly or indirectly, to achieving the objectives of the financial perspective, which makes the financial perspective alone insufficient to achieve the strategic goals that the organization aims to reach. Achieving the desired goals of this perspective and enhancing it comes not from nothing, but through the development and support of the available capabilities and capacities within the organization, which contribute to increasing the organization's effectiveness and its ability to execute internal operations with high efficiency.

Organizations with strong financial performance are better equipped to face environmental challenges due to their superior performance compared to organizations with weak or deficient financial performance. It also creates a positive impression among shareholders about the organization's management through the financial returns achieved. This perspective contributes to achieving the long-term strategic goals of the organization, strengthens its ability to remain in the market for as long as possible, and enables it to better respond to environmental developments by adopting modern technologies that align with its financial capabilities. Thus, it becomes more capable of meeting the various needs and requirements of customers.

C. Internal Processes Perspective

The internal processes perspective in the Balanced Scorecard reflects the organization's ability to transform minimal inputs into high outputs with the least cost and highest quality, in a manner that aligns with both current and future customer needs and demands. To achieve this, the organization must provide all necessary resources and solutions to meet these requirements, particularly since this perspective acts as a link between the financial and customer perspectives, attempting to connect the two. This perspective serves as the fundamental pillar upon which the organization relies to achieve its strategic goals, whether for investors or customers. This is accomplished when the organization possesses a clear vision and understanding of the various goals and indicators of both the financial and customer perspectives, enabling the organization to identify the necessary means and methods through the internal processes perspective to create exceptional value for customers and enhance productivity to generate significant financial returns for shareholders (Ghafir, 2013: 43) ^[10].

To achieve this, the organization must identify the activities and tasks where it should excel in order to sustain value creation and achieve the highest levels of performance. This is done through implementing various innovation and creativity activities by employees in internal operations, as well as in design and production models, ensuring that the organization keeps pace with environmental developments.

D. Growth and Learning Perspective

This perspective reflects the skills, intellectual, and cognitive capabilities of employees, which have been acquired through training and development processes, as well as the administrative systems and procedures followed by the organization. These efforts contribute to improving employee morale and motivation to increase productivity. Employee satisfaction with the organization can be measured by their continued tenure. Organizations cannot

achieve their strategic goals in the customer, financial, or internal processes perspectives without the growth and learning perspective, which serves as the fundamental pillar for achieving these goals. It is through this perspective that the quality of services is improved by embodying and applying the ideas and skills of employees within internal processes, producing products that exceed customer expectations and desires.

The achievement of outstanding performance through the growth and learning perspective involves aligning both employee goals and the organization's strategic goals, introducing modern technological methods to help employees enhance their skills and capabilities, and innovating new elements to be incorporated into the features of existing and new products. This increases the organization's ability to achieve continuous success and maintain its competitive position (Chen, *et al.*, 2012: 190) ^[19]. There are two main approaches to learning within this perspective:

- **Single-loop Learning:** This type of learning involves the skills and capabilities acquired by employees through completing their daily tasks and solving problems related to routine work. However, a limitation of this type is that employees become confined within their organizations, failing to benefit from external experiences.
- **Double-loop Learning:** This type encourages employees to expand their learning and growth by seeking new knowledge and drawing from the experiences of other organizations with a strong competitive position. Double-loop learning contributes to solving problems and addressing deviations the organization faces in achieving its strategic performance. It is associated with teamwork, continuous improvement, strategic planning initiatives, organizational transformation, and innovation processes.

It is evident from the previous discussion that the aforementioned perspectives aim to improve and develop the organization's performance to achieve its strategic goals. The objectives, from the perspective of growth and learning, involve the organization's infrastructure, which serves as the foundation for achieving the other goals in the balanced scorecard perspectives.

Third Axis: Field Framework

First: Testing the Hypothesis of Correlation

The hypothesis in this section is as follows:

1. Correlation Hypothesis (Ha1): A substantial association exists between the staff empowerment method and exceptional performance at Ramadi Teaching Hospital. This hypothesis subdivides into the subsequent sub-hypotheses:

A. First Sub-hypothesis (Ha1-1): There is a significant correlation between information sharing and outstanding performance.

The Pearson correlation coefficient was used to determine the significance, strength, and direction of the relationship between information sharing and outstanding performance. Table (1) presents the results.

Table 1: Pearson Correlation Coefficient between Information Sharing and Outstanding Performance

Dimensions	Statement	Outstanding Performance
Information Sharing	Pearson Correlation Value	0.253**
	Significance Value (Sig.)	0.000

Source: Prepared by the researcher using SPSS Ver. 22.

Table (1) indicates a considerable positive link between knowledge sharing and exceptional performance. This means that the availability of information sharing in Ramadi Teaching Hospital is accompanied by the presence of the dependent variable. The weak level of the correlation indicates a weakness in the hospital management’s process of information sharing. Based on these results, the first correlation hypothesis is accepted.

B. Second Correlation Hypothesis (Ha1-2): There is a significant correlation between freedom and independence and outstanding performance.

The Pearson correlation coefficient was used to determine the significance, strength, and direction of the relationship between freedom and independence and outstanding performance. The results are shown in Table (2).

Table 2: Correlation coefficient between freedom and independence and outstanding performance.

Dimensions	Statement	Outstanding Performance
Freedom and independence	Pearson Correlation Value	0.234**
	Significance Value (Sig.)	0.000

Source: Prepared by the researcher based on (SPSS Ver.22)

Table (2) indicates a substantial positive association between freedom and independence and exceptional achievement. The existence of freedom and independence at Ramadi Teaching Hospital correlates with the dependent variable's presence. The weak correlation indicates a deficiency in the hospital management's application of freedom and independence. The second hypothesis of correlation is supported based on these data.

The third hypothesis (Ha1-3): There is a significant correlation between teamwork and outstanding performance. The Pearson correlation coefficient was used to determine the significance, strength, and direction of the relationship between teamwork and outstanding performance. The results are shown in Table (3).

Table 3: Pearson Correlation between Teamwork and Outstanding Performance

Dimensions	Statement	Outstanding Performance
"Work teams"	Pearson Correlation Value	0.181**
	Significance Value (Sig.)	0.002

Source: Prepared by the researcher based on the SPSS program (Ver. 22)

It can be observed from Table (3) that there is a significant positive (direct) correlation between work teams and outstanding performance, meaning that the presence of work teams at Ramadi Teaching Hospital will be accompanied by the presence of the dependent variable. The weak correlation level indicates the lack of work teams at the

hospital. Based on these results, the third correlation hypothesis is accepted.

Based on the results of the three sub-hypotheses, it can be concluded that the correlation hypothesis is accepted.

Second: Testing the Impact Hypothesis

The hypothesis in this section is as follows

1. Impact Hypothesis (Ha2): The staff empowerment model significantly impacts exceptional performance at Ramadi Teaching Hospital. The subsequent sub-hypotheses are formulated from this:

A. First Impact Hypothesis (Ha2-1): There is a significant effect of information sharing on outstanding performance.

A linear regression equation was developed to assess the impact of information sharing on outstanding performance, aiming to quantify the influence of the former on the dependent variable. The findings are shown in Table 4.

Table 4: Results of the effect of information sharing on outstanding performance

Dimensions	(R ²)	F Value	(Sig.)	Significance
Information Sharing	0.064	19.417	0.000	Statistical Significance
	Regression Coefficient (β)	T Value	(Sig.)	Significance
	0.253	4.407	0.000	Statistical Significance

Source: Prepared by the researcher using the SPSS program (Ver. 22)

Table (4) demonstrates that the regression model's validity is affirmed by a F value of 19.417 at a 5% significance level, suggesting that performance excellence may be anticipated through information sharing. The T value of 4.407 at a 5% significance level indicates a statistically significant impact. The positive regression coefficient (β) of 0.253 signifies a beneficial effect, suggesting that the availability of information sharing at Ramadi Teaching Hospital would enhance and elevate the degree of performance excellence. The R² value of 0.064 indicates that knowledge sharing accounts for 6.4% of the variance in performance excellence. The low degree of influence suggests that the hospital administration inadequately disseminates information. The initial hypothesis regarding the impact is accepted based on these data.

B. Hypothesis of Effect 2 (Ha2-2): There is a significant effect of freedom and independence on performance excellence.

A linear regression equation was created to assess the impact of freedom and independence on performance excellence. The outcomes of this influence are indicated in Table (5).

Table 5: Results of the Impact of Freedom and Independence on Performance Excellence

Dimensions	(R ²)	F Value	(Sig.)	Significance
Freedom and Independence	0.055	16.393	0.000	Statistical Significance
	Regression Coefficient (β)	T Value	(Sig.)	Significance
	0.234	4.049	0.000	Statistical Significance

Source: Prepared by the researcher using SPSS Ver.22

Table (5) indicates that the regression model's validity is affirmed by an F-value of (16.393) at a 5% significance level, suggesting that exceptional performance may be predicted through autonomy and independence. The T-value of 4.049 at a 5% significance level shows a significant effect, while the positive regression coefficient (β) of 0.234 implies a positive effect. The existence of freedom and independence at Ramadi Teaching Hospital will enhance and elevate the standard of exceptional performance. The R-squared score of 0.055 signifies that freedom and independence account for 6.6% of the variance in excellent performance. The modest effect results suggest that hospital administration implements the processes of autonomy and independence, although inadequately. The results support the acceptance of the second hypothesis on the impact.

C. Hypothesis of Effect 3 (Ha2-3): There is a significant effect of teamwork on outstanding performance.

A linear regression equation was developed to assess the influence of cooperation on outstanding performance, therefore quantifying its effect on the dependent variable. The outcomes are presented in Table 6.

Table 6: Results of the Effect of Teamwork on Outstanding Performance

الابعاد	(R2)	F Value	(Sig.)	Significance
Customer Mix Management Strategy	0.033	9.595	0.002	Statistical Significance
	Regression Coefficient (β)	T Value	(Sig.)	Significance
	0.181	3.098	0.002	Statistical Significance

Source: Prepared by the researcher based on the SPSS software (Ver. 22)

Table (6) demonstrates that the validity of the regression model is confirmed by a F value of 9.595 at a 5% significance level. This indicates the possibility of evaluating outstanding performance through collaborative teams. The T value of 3.098 at a 5% significance level indicates a significant effect. The positive regression coefficient (β) of 0.181 indicates a favorable impact, suggesting that the existence of work teams at Al-Ramadi Teaching Hospital will improve the level of outstanding performance. The coefficient of determination (R^2) of 0.033 indicates that work teams contribute to 3.3% of the variance in performance. The inadequate effect level signifies that the hospital management establishes work teams, however not to the necessary standard. The results confirm the acceptance of the third hypothesis on the impact.

Based on the results of the three sub-hypotheses, it can be concluded that the second main hypothesis is accepted.

Section 4: Conclusions and Recommendations

First: Conclusions

The researcher reached a set of conclusions, which are as follows

1. The findings revealed a substantial positive link between the employee empowerment approach and exceptional performance, suggesting that increased emphasis by the management of Al-Ramadi Teaching Hospital on employee empowerment techniques correlates with enhanced performance.

2. The results showed a significant positive correlation between the three dimensions (information sharing, freedom and autonomy, and work teams) of the employee empowerment strategy and outstanding performance, indicating that the more the hospital works on sharing information with employees, granting freedom and autonomy to employees, and establishing work teams within the hospital, the more positively it will reflect on outstanding performance. The strongest correlation was found with freedom and autonomy.
3. The results confirmed that the information-sharing strategy positively affects outstanding performance, suggesting that clarifying the information-sharing process with employees contributes to enhancing performance by the hospital staff.
4. The results confirmed that freedom and autonomy positively affect outstanding performance, highlighting the importance of providing freedom and autonomy to employees, as it contributes to improving the performance levels of employees at Al-Ramadi Teaching Hospital.
5. The results confirmed that work teams positively affect outstanding performance, indicating that the establishment of work teams at Al-Ramadi Teaching Hospital will positively affect and enhance the performance levels of employees at the hospital.

Second: Recommendations

This section includes a set of important recommendations that the researcher offers to the management of Al-Ramadi Teaching Hospital, as follows:

1. Encourage the management of Al-Ramadi Teaching Hospital to adopt the employee empowerment strategy as a fundamental and crucial approach to enhance employee performance, while working to provide an appropriate organizational environment to implement this strategy efficiently and effectively.
2. Activate communication programs between employees and the management of Al-Ramadi Teaching Hospital and encourage the hospital management to share information with employees to advance the healthcare sector and improve performance, which will positively impact the health services provided.
3. Ensure that the hospital management provides various channels for information delivery between the management and employees, which work to improve the performance of the staff.
4. Collaborate with the Ministry to guide the hospital management in organizing educational courses within the hospital and bringing in specialized lecturers to clarify the process of implementing the employee empowerment strategy.
5. Encourage the management of Al-Ramadi Teaching Hospital to establish work teams that contribute to improving employee performance, and thus positively influence the quality of services provided.
6. Guide the management of Tikrit Teaching Hospital to focus on providing freedom and autonomy to employees, as this will have a positive impact on their performance.

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