Impact of Administrative Empowerment on Organizational Commitment: A Case Study of Taj Sheba Hotel in Yemen(*)

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Abstract

The aim of this study is to analyze the impact of administrative empowerment on the organizational commitment among the employees of Taj Sheba Hotel in the Republic of Yemen. The research is based on the descriptive approach using questionnaire which consists of 40 questions with 5 Likert scale. The data was distributed and collected from 100 employees working at Taj Sheba Hotel. The results indicate that the levels of administrative empowerment and organizational commitment of the employees at Taj Sheba Hotel are high. Also, the results show that there is a statistically significant impact of administrative empowerment dimensions (simultaneously) on organizational commitment of employees. Besides, all dimensions of administrative empowerment (job autonomy – motivation – communication – teamwork – training) used in this study have a significant impact on organizational commitment. Further, the results show that an estimated 64.2% of the variance in overall organizational commitment can be accounted for by the five dimensions of administrative empowerment, in which job autonomy was the most important factor in increasing the organizational commitment ($\beta = 0.350$) followed by training in the second rank ($\beta = 0.242$), then communication in the third rank ($\beta = 0.211$), motivation in fourth rank ($\beta = 0.193$) and teamwork in the last rank ($\beta = 0.190$). Finally, suggestions may be made to Taj Sheba Hotel administration to pay more attention to administrative empowerment as a new strategy and an effective route for development, improvement of quality and enhancement of organizational commitment.

Key Words: Administrative empowerment, job autonomy, motivation, communication, teamwork, training, organizational commitment.

1. Introduction

Administrative empowerment and organizational commitment have received considerable attention from academic and human resource management professionals. Empowerment is particularly important because it is linked to and consistent with a number of key aspects such as job autonomy, motivation, teamwork, training, communication and other issues that affect the organization's success and competitive strength. It is one of the most effective ways to improve the performance of employees and to make effective use of their personal and group capabilities in order to achieve organizational objectives (GanjiNia et al 2013). (Wellins et al 1991) pointed out that an organization providing its employees with a high level of empowerment would have better opportunities to ensure long-term survival and overcome any challenges.

For the hotel industry, (Francis and Chumbo 2020) stated that empowering employees played a major role in improving service delivery in the tourism industry especially frontline employees. (Hamir et al 2018) also indicated that a frontline hotel employee who has been empowered by the management would be able to make any decision in handling any service recovery situation without having to refer to their superior.

In addition, Many scholars and authors have also pointed out that administrative empowerment in hotel industry could lead to a variety of organizational benefits such as improved efficiency, employee retention, increased level of job satisfaction, increased organizational commitment (AlKahtani et al 2021; Murray and Holmes 2021), improved service quality and generating more income (Francis and Chombo 2020), quicker resolution of customer problems (Rafiq and Ahmed 1998) improved employee performance and achieving the hotel objectives (Al - Makhadmah et al 2020) and enhanced service recovery performance (Hamir et al 2018).

On the other hand, organizational commitment has been widely accepted as one of the basic indicators for predicting many behavioral phenomena in the organizational work environment such as work turnover, performance, job satisfaction (Simsek 2020) and other behavioral phenomena that affect the success and development of organizations and their ability to achieve their goals efficiently and effectively.

In view of the importance of these two topics and their positive reflection on the individual and the organization, this study highlights the reality of administrative empowerment and organizational commitment from the viewpoint of Taj Sheba Hotel's employees in the Republic of Yemen. In addition, it analyzes the impact of administrative empowerment in all its dimensions, and the impact of each dimension (job autonomy, motivation, Communication, teamwork, and training) on organizational commitment.

2. Study Problem

Yemeni hotels face a number of challenges because of the current conflict, that force their managers to abandon traditional management practices and implement modern management methods in order to adapt and respond quickly to these challenges. One of these modern methods is administrative empowerment (Dahou & Hacini 2018; Hasan 2020; Kame l2020; Arnout 2020 & Al - Makhadmah et al 2020), which can be used because of its extreme role in creating positive behaviors and practices among employees that make them do their best in their work and become more committed and connect to their organizations, leading to the achievement of organizational objectives in an efficient and effective manner.

However, the Yemeni Environment Monitor will note that there is no clear vision among the leaders of these organizations about the impact of administrative empowerment and the results achieved. Its impact on organizational commitment remains a relatively undiscovered field of research in Yemen. Therefore, the study problem can be summarized by answering the following question.

What is the Impact of administrative empowerment on the organizational commitment from the point of view of the employees of Taj Sheba Hotel in the Republic of Yemen?

3. Objectives of the Study

The objectives of the study can be summarized as follows:

1- To identify the level of administrative empowerment of the employees at Taj Sheba Hotel.
2- To identify the level of organizational commitment of the employees at Taj Sheba Hotel.
3- To analyze the impact of administrative empowerment dimensions on the organizational commitment at Taj Sheba Hotel.
4- To analyze the impact of job autonomy, motivation, communication, teamwork and training on the organizational commitment at Taj Sheba Hotel.

4. Hypothesis of the Study

Main Hypothesis

H1: The components of administrative empowerment have significant impact on organizational commitment.

Sub-hypotheses

H1-1: Job autonomy has significant impact on organizational commitment.
H1.2: Motivation has significant impact on organizational commitment.
H1.3: Communication has significant impact on organizational commitment.
H1.4: Teamwork has significant impact on organizational commitment.
H1.5: Training has significant impact on organizational commitment.

5. Theoretical Framework

5.1 Empowerment

The roots of empowerment can be traced back to the School of Human Relations founded by Elton Mayo in the late 1920s (May, 1949), which viewed employees in terms of their psychology and fitness with organizations rather than as interchangeable parts (Mahapatro, 2010). It is also assumed that they could be self-motivated and can perform good job without being closely supervised (Tan, 2007). Since Mayo, employee's involvement and motivation have become interesting in motivational theories and popular studies of management (Uzunbacak, 2015).

In the 1960s and 1970s, job enlargement and job enrichment became popular, with the aim of giving employees more meaning by giving them a degree of control and a say in decisions affecting their work (Tan, 2007). In the 1980s, empowerment emerged as a management concept as a response to rapid economic and technological change and as a response to many initiatives such as quality circles, improving the quality of work life, and total quality management (Uzunbacak, 2015). Earlier work practices such as job enrichment etc. have been seen as elements that could lead to empowerment (Tan, 2007), but empowerment practice vary widely in the degree of employee influence, the activities involved, and the reason why they have been implemented (Lee, 2001).

Since the 1990s, empowerment has become popular and attracted considerable interest from both practitioners and theoreticians, which has led some researchers to call the era of 1990s an era of empowerment (Kanani & Shafiei, 2016). Its popularity stemmed from the increased focus on the human resources within the organization, and this concept also emerged as a result of the development in modern management thought, particularly in the field of transformation from an organization that depends on control and commands to an organization that depends on empowerment and the consequent changes in the organizational environment (Harahsheh, 2006).

The term empowerment can be interpreted in two ways- structural construct and psychological construct. Empowerment as a structural construct refers to organizational structures, policies, and practices that influence employee work-related behavior (Kanter, 1993), and redistribution of power, increased participation by individuals, and teamwork. It is defined as the process by which managers share their powers with employees (Conger & Kanungo, 1988).

It is a practice of involving sharing of power through delegation of responsibility down the hierarchy (Conger & Kanungo, 1988), with the aim of giving employees autonomy and authority to act independently, make decisions, and take control of their work (Cacioppe, 1998) (Al- Sabi, 2017). This viewpoint has gained significant attention from researchers through

research on participative management, decision-making, employee involvement, delegation and transfer of power (Marie,1992).

Others defined structural empowerment as organizational practices that transfer power through knowledge, skills development, continuous access to and exchange of information, trust, motivation, support and accountability. (Eylon & Bamberger, 2000). (Mills & Ungson, 2003 & Greasley et al., 2008). In addition, the structural empowerment is a process that strengthens the capacity of workers so that they can have judgment, appreciation and freedom to act on the issues they face during the exercise of their functions, as well as the full contribution in the decisions that relate to their work (Aldalaeen, 2010).

While empowerment as a psychological construct can be seen as the attitudes of individuals toward their work and role in the organization. More specifically, the psychological empowerment focuses on the employees' intrinsic motivation rather than on the structural empowerment (Thomas & Velthouse, 1990), which increases feelings of self-efficacy (Conger & Kanungo, 1988) and creates discretion and self-efficiency to employees (Abd Patah et al., 2009).

Some researchers have described psychological empowerment as a state of mind (Ayoub et al. 2018), which is the state of empowerment that makes an employee feel in control of his work performance, awareness of the framework within which the work is performed, accountability for the results of his work, sharing responsibility, and equal in rewards.

For the purpose of this study, we consider empowerment as a structural construct aimed to provide employees with the necessary power to act independently, respond quickly and to meet possible customer requirements (Karatepe, 2013) and this can be done through training programmes, motivational systems and management methods (Al-Ababneh et al, 2017).

 (Melhem, 2006) highlights that there are basic constituents ingredients that are considered factors for the success of administrative empowerment programs, namely: rewards, knowledge, information and power. He also indicates that many programs of empowerment may fail due to focus on power, without redistributing information, knowledge and rewards appropriately, and then the result is giving the employee the authority without having the adequate training and skills to act wisely and rationally. Therefore, the employee behaves in a wrong way at the expense of the general interest of the organization. Also, it is confirmed by many researchers that structural empowerment consists of several components rather than one component (Eylon & Bamberger, 2000; Randolph & Sashkin, 2002 & Seibert et al, 2004).

Moreover, (Cacioppe, 1998), indicated that structural empowerment can rightly be implemented in hotels on the basis of the following aspects: 1. Creating management commitment, 2. Building a flexible support system (development the directions of the empowerment - empowerment team

suggestions form - rewarding employee - make information available for all worker and 3. Empowerment training and knowledge.

5.2 Organizational Commitment

The most common definition of organizational commitment was proposed by (Porter et al, 1974) as the relative strength of an individual's identification with and involvement in a particular organization. They indicated that organizational commitment has three components namely: strong acceptance, participation, and loyalty. Also, it can be characterized by a strong belief in and acceptance of the organization's goals and values, willingness to work effectively in the organization and a strong desire to maintain membership of the organization.

Moreover, (Rae, 2013) thought about organizational commitment as a desire to maintain the affiliation with an organization and is reflected through the willingness to exert high level of effort to achieve organizational goals. Overall, organizational commitment can be defined as the degree to which an employee develops a feeling of belongingness to his or her organization (Wadhwa & Verghese, 2015). It is also the main responsibility of the management to provide training programs about self-monitoring and the skills to improve the personality characteristics of employees through appropriate channels (Danish *et al*, 2013). (Meyer & Allen, 1991) highlighted that the organizational commitment consists of three dimensions (affective, continuance and normative commitment).

Affective commitment

It refers to the employee's feelings of emotional involvement, identification, and belonging to the organization. Where the employees with a high degree of loyalty with high affective commitment continue working within the organization because they want to stay within the organization and see that their interests and values are matched with the goals and values of the organization (Beck & Wilson, 2000).

Continuance commitment

It describes the individual's need to stay within the organization on the basis of perceived costs (financial and non-financial rewards) associated with leaving the organization or lack of alternative employment opportunities (Culpepper, Gamble & Blubaugh, 2004). Employees whose primary link to the organization is based on continued commitment remain within the organization because they need to do so. (Yavuz, 2010).

Normative commitment

It refers to the employees moral obligation to remain a part of the organization. Employees with high normative commitment continue working for the organization because they consider it moral obligation to do so. (Meyer et al, 2002).

The concept of organizational commitment has received a great deal of attention among the organizations due to their realization that the organizational commitment is a strong factor influencing employees and organizational performance (Qureshi et al 2019; Hendri 2019; Fuad et al 2020 & Sarangal et al 2020). Academic research on organizational commitment indicates that it is positively linked to desired outcomes such as organizational effectiveness (Alrowwad et al 2020), motivation (Nguyen et al 2020), job satisfaction (Loan 2020), turnover intention (Hussain et al 2020), job performance (Suyanto et al 2019) and organization citizenship behavior (Chib, 2016).

There is also evidence that organizational commitment relates to other desirable outcomes such as the perception of warm, supportive organizational climate supervisor support (Rhoades et al. 2001 & Saks, 2006).

6. An Overview of Taj Sheba Hotel

Taj Sheba Hotel is a part of the Yemeni hotel industry - which greatly contributes to the development of tourism and the economic development of the country by providing job opportunities, earning foreign exchange, improving the balance of payments, raising the standard of living and rural development (Al-Sufyani 2010). It, is one of the luxurious 5-star hotels in Sana'a' Yemen. It enjoys a privileged location as it is situated near shopping and business centers. It has 187 rooms carefully designed to reflect an atmosphere of comfort, as each unit includes: a flat-screen TV (LCD) with satellite channels, air conditioning, a private bathroom with all bathroom toiletries, a work desk, and a seating corner. Among the recreation facilities that the hotel provides are an outdoor swimming pool and a steam bath. The hotel also provides a wide variety of high-end services to give guests more comfort, including air conditioning, elevator, restaurant, safe deposit box, shops in the hotel, valet parking, internet service, car park, baby care services, shaving/beauty services, concierge service and currency exchange. It has also a luxurious banquet and conference hall called (Abu Nawas), which can accommodate 150 guests and is equipped with the latest means of communication for conferences, audiovisual aids, and its interiors are decorated with crystal chandeliers that give it that royal tone, in addition to owning a number of restaurants that offer a multi-cuisine menu from modern Italian cuisine to the traditional Al Senani restaurant. These restaurants are Balqees Restaurant, Golden Oasis, and Pastry Shop (https://shebahotel.com/new/facilities/).

7. Literature Review
7. 1 Administrative Empowerment and Organizational Commitment

(Insan, 2013) studied the impact of empowerment on organizational commitment and job satisfaction of the employees of the national electricity company (Ltd.) in south Sulawesi Province Indonesia. For measuring empowerment: access to information, access to resources, access to support

and access to opportunities were used as dimensions. The results indicated that empowerment has a significant positive effect on organizational commitment and a significant positive effect on job satisfaction indirectly through organizational commitment. (Zaraket et al, 2018) conducted a study "the impact of employee empowerment on the organizational commitment, in which data were collected from 123 employees working in the Lebanese Banking sector. Analysis showed significant positive relationship between each dimension of employee empowerment (job autonomy, motivation, training, compensation) and organizational commitment. (Hanaysha, 2016) confirmed that employee empowerment, teamwork and employee training in the public universities in northern Malaysia lead to increased organizational commitment. (Chin, 2015) in study conducted with commercial banks in Kuala Lumpur examined the factors that affect employees' organizational commitment. It revealed that 54.4% of the of the variations in organizational commitment is explained by perceived organization support, empowerment, trust and job satisfaction and work-life conflict. It also showed a significant positive relationship between antecedents of organizational commitment (perceived organization support, empowerment, trust and job satisfaction) and organizational commitment while work-life conflict has been found to have no a significant relationship with organizational commitment. (Muhammad & Hussain 2020) findings of the study have shown that there is a positive strong relationship between teachers' empowerment and organizational commitment**.** (Wanjiku, 2016) investigated the influences of structural empowerment on organizational commitment in Kenya civil service. They concluded that the dimensions of structural empowerment (perceived support, access to resources, access to information and access to resources) play a significant role on determining employee commitment to the organization. (AlKahtani et al 2021) examined of the impact of employee empowerment on organizational commitment through job satisfaction in four- and five-star hotel industry. The data was collected from 307 employees working at four- and five-star hotels in two cities Rawalpindi and Islamabad of Pakistan. The results showed that employee empowerment has a significant and positive impact on organizational commitment. Also, job satisfaction is considered as a potential mediator between employee empowerment and organizational commitment.

(Andika 2020) found out in his study "The effect of employee empowerment and intrinsic motivation on organizational commitment and employee performance". that empowerment and intrinsic motivation had significant effects on organizational commitment as well as empowerment, intrinsic motivation, and organizational commitment had significant effects on employee performance.

7.2 Job Autonomy and Organizational Commitment

Job autonomy is a degree or level of freedom and discretion allowed to an employee over his or her job (Sisodia and Das 2013). According to Mahmoud

and Mahmoud (2007), job autonomy is intended to give workers broad powers to take measures of wider areas. Researchers have done studies to find the relationship between job autonomy and organizational commitment.

In 2013, Naqvi et al conducted a research "Impact of job Autonomy on organizational commitment and job satisfaction: The moderating role of organizational culture in fast food sector of Pakistan". It was done on a total of 107 waiters, managers, supervisors and floor in charges of top fast food restaurants operating in Rawalpindi and Islamabad. The results showed that an increase in job autonomy results in an increased level of job satisfaction and organizational commitment and organizational culture moderates this relationship.

Another study was done by Sarinah et al in 2018 under the title of "The effect of work autonomy, self-efficacy and work engagement towards organizational commitment" showed that job autonomy has positive direct effect on organizational commitment, self-efficacy has positive direct effect on organizational commitment, work engagement has positive direct effect on organizational commitment, job autonomy has positive direct effect on work engagement, self- efficacy has positive direct effect on work engagement and job autonomy has positive direct effect on self-efficacy. This study was done on 109 respondents from PT. Transportation.

7. 3 Employee Motivation and Organizational Commitment

Motivation is a widely studied field that has origins in many academic disciplines, the idea of motivation is derived from a Latin word "movere" which means "to move" and motivation is what moves the employees from weariness to attention (Mohsen et al, 2004).

According to (Ben Aichi, 2018) motivation is "the positive feeling of the employee resulting from the group of influencing factors that drive his motivation to make a greater effort, to achieve better results in his organization, and it includes all the help and assistance provided by the upper management to the employees", While Sherif et al, (2014) define it as the strength of the people to make them able to choose specific work, to stay and work hard in the given position. On the other hand (Robbins and Coulter 2005) supposed, that motivation is an effort exerted toward any goal, and defined motivation as "an individual's willingness to exert high levels of effort to achieve organizational goals, provided that effort is able to satisfy some individual needs".

In 2017, Al-Madi et al conducted a study on 97 respondents from C-Town retail stores and Sameh Mall under the title of "The impact of employee motivation on organizational commitment". The results showed that motivation of front-line employees has significant impact on organizational commitment.

Another Master's thesis "The factors impacting on work motivation and organizational commitment of civil servants in the municipal government. A case in people's Committee District 3, Ho Chi Minh City", done by 2019 by

Nguyen showed that the work motivation of the civil servants in District 3 is influenced by four factors including serving the public good, relationships with leaders, relationships with colleagues, and promotion and career advancement. In addition to the existence of a positive relationship between motivation to work and organizational commitment in the municipal government.

In 2020 Bytyqi conducted a study "The impact of motivation on organizational commitment: An empirical study with Kosovar employees" in which data were collected from 207 participants across Kosovo. The results showed that that motivation has a significant effect on organizational commitment and it explains 36% of the change in organizational commitment.

7. 4 Training and Organizational Commitment

Training is a part of the human resource development which can lead to many possible benefits for both individuals and the organization that helps to achieve objectives of the organization (Karim et al 2019). In the hospitality industry training is the only key to its existence and gaining success. It provides employees with knowledge, skills and attitudes that will improve service quality, satisfy guest and reduce daily operating costs (Ahammad 2013).

In 2016, Ali Shah et al conducted a research "The effect of training and development practices on employees' organizational commitment among the employees in private health care sector in Khyber Pakhtunkhwa, Pakistan". It was done on a total of 134 employees working in private healthcare sector in Khyber Pakhtunkhwa, Pakistan. The results showed that organizational commitment of private healthcare sector employees was dependent on the training and development practices.

In 2015 Nkosi found out in his study "Effects of training on employee commitment, retention and performance: A case study of a local Municipality in south Africa" that training has a significant effect on employee commitment, retention and performance enhancement. In 2019 the study of Ahmad et al "Impact of training and supervisor support on organizational commitment with mediating role of job Satisfaction" showed that there is a significant relationship between training and organizational commitment, supervisor support and organizational commitment, training and job satisfaction. It also showed that Supervisor support is significantly related with job satisfaction and there is a significant relationship between job satisfaction and organizational commitment.

7 . 5 Teamwork and Organizational Commitment

Team work is one of the strengths in the application of empowerment because of the important role of collective action in facing problems and rationalizing the consumption of resources effectively and efficiently (Ablaa 2018). It viewed as an essential feature of modern management theory and practice (Tennant & Langford, 2006). Teamwork is defined as "a group of

individuals working together to achieve a general goal, or it is a gathering of two or more individuals in a regular interaction that is stable over a period of time to achieve a goal common or common interest". (Ablaa 2018).

In (2015) Zincirkiran et al conducted a research "Analysis of teamwork, organizational commitment and organizational performance: A study of health sector in Turkey". It was done on a total of 268 employees working in public and private hospitals in Diyarbakır in Turkey. The results showed that there is a positive linear relationship between team work, organizational commitment and organizational performance variables. It also demonstrated that the employees of private hospitals have higher teamwork, organizational commitment and performance scores than public hospital employees.

In 2018 Suhaimi et al found out in their study "The effects of employee empowerment, teamwork and training towards organizational commitment among Hotel employees in Melaka" that there was a positive relationship between employee empowerment, teamwork and training towards organizational commitment among hotel employees.

7. 6 Communication and Organizational Commitment

Communication is the essential part of the management process and its primary means in achieving the goals of the organization. It is defined in many ways in the literature. For example, Hoben et al. (2007) considered communication as a whole concept comprising of speech and verbal symbols thereby constituting an exchange process between a sender and a receiver.

While (Sadiq, 2018) considered communication as the process by which information and ideas are communicated continuously between individuals and between each other at all organizational levels, between organizational managers and senior management, and between employees and managers That is, it is a network that links all members of the organization in the organizational structure with the aim of bringing about change.

In 2015, Kakakhel et al conducted a study "Impact of organizational communication on organization commitment and job satisfaction: Assessing the moderating role of physical work environment" in which data were collected from 300 employees working in the different organizations and different job levels in Pakistan. The results showed that organizational communication has a direct and positive relation with the employee job satisfaction and organizational commitment. The results further proves that the physical work environment as moderator weakens the relationship between communication, organizational commitment and job satisfaction.

Another study was done by (Kiiza and Picho 2015) under the title of "Effective communication and staff commitment in the school of finance and banking in Kigali - Rwanda: An experimental study" showed that effective communication is positively correlated with staff commitment.

8 . What distinguishes this study from previous studies

This study differs from previous studies because, according to researchers' knowledge, it is the first in terms of studying the impact of administrative empowerment (in its dimensions combined or separate) on organizational commitment in the hotel sector in general and in the Yemeni environment in particular, as most previous studies focused on studying the impact of administrative empowerment on organizational commitment in other sectors such as the electricity sector, the education sector, the banking sector, the public services sector,….etc.

The previous studies also focused on studying the impact of psychological empowerment only on organizational commitment in the hotel industry (for example Chiang & Jang 2007; Alkahtani et al 2021; Ibrahim 2020). Therefore, this study seeks to bridge this gap by determining the impact of administrative empowerment on Organizational commitment from the viewpoint of Taj Sheba Hotel employees in the Republic of Yemen.

9 . Study Methodology

9.1 Study Design

The study adopted a descriptive analytical survey design. It was based on a simple random sampling. The data were analyzed through SPSS V.24 using descriptive statistical tools, namely means and standard deviations to determine the level of availability of administrative empowerment in the first-class hotels in Yemen. In addition, inferential statistical analysis tools such as multiple linear regression were used to determine and explain the impact of administrative empowerment dimensions on the organizational commitment.

The researchers used a structured questionnaire to obtain primary data. The questionnaire was divided into three sections: The first section contained questions that intended to obtain general demographic data. The second section contained questions that were used to measure the independent variable - administrative empowerment, based on five dimensions (job autonomy, motivation, communication, teamwork, and training). The third section contained questions that were used to measure the dependent variable which is organizational commitment.

9.2 Population and Sample

The study population consisted of all employees working at Taj Sheba Hotel in the Republic of Yemen, totaling (140). (110) questionnaires were distributed to the sample members through the comprehensive enumeration method, and the experimental sample (30) was excluded. (105) questionnaires were retrieved from them, and (5) questionnaires were excluded because they were not valid for statistical analysis. Accordingly, the sample for which statistical analysis was performed reached (100) male and female employees.

9.3 Validity and Reliability of the Questionnaire

The questionnaire was designed by the researchers based on the literature review, it was reviewed and modified by evaluators referees who were selected from Taiz University according to their fields, and their observations were taken into consideration. The researchers put their suggestions and notices into consideration and modified the questionnaire into its final draft. The researchers conducted pretesting of the questionnaire as an exploratory study which was made of on a sample of 30 employees from Taj Sheba Hotel prior to the final administration of the questionnaire. This try out on the sample, chosen randomly from among the respondents of the study, was done to fulfill the following goals: clarity, identification of errors, readability, impartiality, appropriateness of the type and format of questions; and time required to complete the questionnaire (Fraser et al, 2018).

This is what (Czaja, 1998) said trying out field-testing the questionnaire before using it in the real study is also important in order to:

1- Determine how respondents define key words, terms, and phrases.
2- Determine whether respondents interpret phrases and questions as the researchers intend.
3- Obtain a general assessment of respondents' ability to perform required tasks.
4- Obtain ideas for question wording.

The data of the 30 respondents were filled into SPSS.V.24 and analyzed to determine the reliability of the study tool and the subjective validity of the measures of the current study was also calculated by finding the square root of the test reliability factor. Table (1) illustrates this.

Table (1) Cronbach's Alpha and the validity for the entire questionnaire

Field	NO. of Items	Reliability	Validity
Job autonomy	5	0.837	0.915
Motivation	5	0.767	0.876
Communication	5	0.783	0.885
Teamwork	5	0.913	0.956
Training	5	0.890	0.943
Emotional commitment	5	0.892	0.944
Normative commitment	5	0.814	0.902
Continuity commitment	5	0.884	0.940
Total	40	0.958	0.979

The above table shows that the values of Cronbach's Alpha range from 0.767 to 0.913 which are considered high. The total value of Cronbach's Alpha is 0.958 which confirms an excellent reliability of the study tool and the measures of study also enjoy a high degree of validity. Thus, the questionnaire is valid, reliable and ready for distribution for the study sample.

For more confirmation, the Pearson correlation coefficient was used to determine the internal consistency and validity between the questionnaire items and the dimensions and axes that they belong to, as shown in the tables below tables:

Table (2) Correlation coefficient of the paragraphs with their dimensions.

Job Autonomy			Motivation			Communication		
Question Number	Correlation Coefficient	Sig.	Question Number	Correlation Coefficient	Sig.	Question Number	Correlation Coefficient	Sig.
X1	.825**	.000	X6	.608**	.000	X11	.682**	.000
X2	.858**	.000	X7	.639**	.000	X12	.872**	.000
X3	.835**	.000	X8	.806**	.000	X13	.722**	.000
X4	.573**	.000	X9	.610**	.000	X14	.785**	.000
X5	.726**	.000	X10	.619**	.000	X15	.561**	.001

Teamwork			Training		
Question Number	Correlation Coefficient	Sig.	Question Number	Correlation Coefficient	Sig.
X16	.463**	.010	X21	.934**	.010
X17	.593**	.001	X22	.468**	.009
X18	.527**	.003	X23	.842**	.010
X19	.490**	.006	X24	.896**	.010
X20	.466**	.009	X25	.894**	.010

Emotional Commitment			Normative Commitment			Continuous Commitment		
Question Number	Correlation Coefficient	Sig.	Question Number	Correlation Coefficient	Sig.	Question Number	Correlation Coefficient	Sig.
X26	.745**	.000	X31	.765**	.000	X36	.817**	.000
X27	.837**	.000	X32	.733**	.000	X37	.849*	.000
X28	.876**	.000	X33	.850**	.000	X38	.840**	.000
X29	.887**	.000	X34	.753**	.000	X39	.860**	.000
X30	.871**	.000	X35	.691**	.000	X40	.773**	.000

**. Correlation is significant at the 0.01 level (2-tailed).

Table (3) Correlation coefficient of the paragraphs with their axe

Job Autonomy			Motivation			Communication		
Question Number	Correlation coefficient	Sig.	Question Number	Correlation coefficient	Sig.	Question Number	Correlation coefficient	Sig.
X1	.806**	.000	X6	.544**	.002	X11	.525**	.003
X2	.667**	.000	X7	.491**	.006	X12	.815**	.000
X3	.723**	.000	X8	.713**	.000	X13	.797**	.000
X4	.567**	.001	X9	.617**	.000	X14	.717**	.000
X5	.759**	.000	X10	.628**	.000	X15	.503**	.005

Teamwork			Training		
Question Number	Correlation coefficient	Sig.	Question Number	Correlation coefficient	Sig.
X16	.471**	.009	X21	.715**	.000
X17	.648**	.000	X22	.483**	.007
X18	.674**	.000	X23	.656**	.000
X19	.523**	.003	X24	.807**	.000
X20	.639**	.000	X25	.788**	.000

Emotional Commitment			Normative Commitment			Continuous Commitment		
Question Number	Correlation Coefficient	Sig.	Question Number	Correlation Coefficient	Sig.	Question Number	Correlation Coefficient	Sig.
X26	.745**	.000	X31	.765**	.000	X36	.817**	.000
X27	.837**	.000	X32	.733**	.000	X37	.849*	.000
X28	.876**	.000	X33	.850**	.000	X38	.840**	.000
X29	.887**	.000	X34	.753**	.000	X39	.860**	.000
X30	.871**	.000	X35	.691**	.000	X40	.773**	.000

**. Correlation is significant at the 0.01 level (2-tailed).

It is evident from Tables (2) and (3) that all the questionnaire items are related to their dimensions and axes and had statistical significance at the level of (0.01). This indicates that there are no items that may weaken the credibility of the dimensions or axes, which confirms the existence of high and sufficient validity indicators that can be trusted in the application of the current study..

9.4 Normality Test

Prior to statistical data analysis, normality test was performed to determine whether data were modeled for normal distribution or not. This test is mandatory prior to hypotheses testing. There are many functions and methods were used for evaluating normality. In this study skewness and kurtosis methods used to evaluate normality.

Table (4) Test of Normality

Field	Skewness			Kurtosis		
	Statistic	Std. Error	Z Value	Statistic	Std. Error	Z Value
Job autonomy	- 0.129	0.241	- 0. 535	- 0.746	0.478	- 1.561
Motivation	0.423	0.241	1.755	0.092	0.478	0. 192
Communication	0.287	0.241	1.191	- 0.233	0.478	- 0. 487
Teamwork	- 0.357	0.241	1.481	0.506	0.478	1. 059
Training	- 0.002	0.241	- 0.008	- 0.515	0.478	- 1. 077
Empowerment	0.066	0.241	0. 274	- 0.826	0.478	- 1. 728
Organizational Commitment	0.191	0.241	0. 793	- 0.710	0.478	- 1. 485

From table (4), the values of Z score for Skewness are within the range from - 2 to + 2 and Kurtosis is within the range - 2 to + 2. These values are within the permissible range (Hair et al 2010; Byrne 2010 & Garson 2012). This indicates that the data are normally distributed, and consequently linear regression test should be used to test hypotheses.

10 . Results and Discussion
10.1 Demographic Characteristics

Table (5) Demographic Characteristics

Demographic Characteristics	Scales	Percentage (N=100)
Gender	Male	83%
	Female	17%
Age	Less than 30 years	41%
	30 – 40 years	42%
	More than 40 years	17%
Education	Secondary School or less	53%
	Under graduate	42%
	Post graduate	5%
Experience	Less than 5 years	36%
	5 – 10 years	29%
	More than 10 years	35%
Working Department	Front of the house	65%
	Back of the house	35%

Table 5 shows that 83 % of the respondents were male and 17% female. These findings clearly showed that male staff were more than female staff members

of Taj Shaba Hotel.The reason for this is that the culture of Yemeni society still imposes constraints on women's employment, particularly in the hotel sector.41 % of respondents were under 30 years of age, 42 % were between30 and 40, and 17% were over 40. The table also showed that 53 % of respondents had a secondary school degree or less, 42% had an undergraduate degree, and only 5 per cent had a postgraduate degree. 36 % of respondents reported having less than 5 years of work experience, 29% had 5 to 10 years and 35% had more than 10 years of work experience. Finally, 65% were working in the front of the house and the other 35 % were working in the back of the house.

10.2 Level of administrative empowerment of employees at Taj Sheba Hotel

The table below shows that the arithmetic mean and the standard deviations of the study sample answers about the administrative empowerment in Taj Sheba Hotel.

Table (6) level of administrative empowerment of employees at Taj Sheba Hotel

Independent Variables	Mean	Std. Deviation
Job autonomy	3.68	0.654
Motivation	3.77	0.455
Communication	3.63	0.509
Teamwork	3.85	0.640
Training	3.62	0.562
Total administrative empowerment	3.72	0.378

It is clear from the above table that administrative empowerment in its various dimensions (job autonomy, motivation, communication, teamwork and training) achieved an arithmetic mean of (3.72) and a standard deviation of (0.378). This indicates that the level of administrative empowerment at Taj Sheba Hotel is high from the respondents' point of view, and the researchers attribute this to the interest of the hotel administration in its employees by giving them more autonomy in their job, training, motivation, sharing information and encouraging them to work as a team in order to enable them to deal effectively with service problems, respond quickly to customer needs and create a competitive advantage. Also, the nature of the service provided by the hotel and the degree of its classification compel its administration to follow such modern methods in managing its human resources.

Also, the above table shows that teamwork dimension comes in the first rank with an arithmetic mean of (3.85) and a standard deviation of (0.640), followed by motivation dimension in the second rank with an arithmetic mean of (3.77) and a standard deviation of (0.455). Job autonomy dimension comes in the third rank with an arithmetic mean of (3.68) and a standard deviation of (0.654) followed by communications dimension in the fourth rank with an arithmetic mean of (3.63) and a standard deviation of (0.509), and training came in last rank with an arithmetic mean of (3.62) and a standard deviation of (0.562), and this indicates that the degree of interest of the hotel administration

in teamwork, motivation, job autonomy were more than its interest in communication and training.

10.3 Level of organizational commitment of the employees at Taj Sheba Hotel

Table (7) The level of organizational commitment of the employees in Taj Sheba Hotel.

Independent Variables	Mean	Std. Deviation	Rank
Normative Commitment	3.69	0.573	1
Emotional Commitment	3.66	0.615	3
Continuance Commitment	3.68	0.710	2
Organizational Commitment	3.68	0.509	High

Table (7) shows that the organizational commitment obtained a high degree of agreement, as the overall mean is 3.68 and the standard deviation is 0.509 and this indicates that the organizational commitment of the employees in Taj Sheba Hotel is high. The researchers attribute this, to the advantages that employees obtain in the hotel, the high moral values that the employees have and their close affiliation with the hotel and their colleagues in the workplace.

10-4 Impact of administrative empowerment on organizational commitment

Table (8) ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	16.484	5	3.297	33.773	0.000[b]
1	Residual	9.176	94	0.098		
	Total	25.660	99			

a. Dependent Variable: Organizational Commitment.
b. Predictors: (Constant), training, teamwork, motivation, communication, Job autonomy.

Table (8) shows that the value of F for an independent variable and a dependent variable is 33.773 which is statistically significant at 0.000 Sig (p value < 0.01). This indicates that the regression model is significant and there is a linear relationship between the independent variable - administrative empowerment (in all its dimensions) and dependent variable - organizational commitment. This confirms the validity of the model for the presence of an impact of administrative empowerment (in all its dimensions) on the organizational commitment of the employees of Taj Sheba Hotel. Therefore, the main hypothesis is accepted which states that there is a statistically significant effect of administrative empowerment (in all its dimensions) on the organizational commitment of the employees of Taj Sheba Hotel.

The researchers explain that, when hotel management increases the empowerment of employees, they are more able to overcome work problems as they feel they are important and thus adopt the objectives of the hotel and see their personal objectives as being compatible with the objectives of the hotel, which would be reflected in increasing their motivation to work and having a positive impact on their organizational commitment to the hotel.

Table (9) Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.802a	0.642	0.623	0.31243

a. Predictors: (Constant), training, teamwork, motivation, communication, job autonomy
b. Dependent Variable: Organizational Commitment

The results of the model summary in the above table reveal that R value (0.802) is the correlation value of administrative empowerment (in all its dimensions) on organizational commitment. While R Square value 0.642 is the variation in organizational commitment that is explained by administrative empowerment dimensions.

Table (10) Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.884	0.388		2.279	0.025
	Job autonomy	0.272	0.067	0.350	4.072	0.000
	motivation	0.216	0.086	0.193	2.501	0.014
	communication	0.211	0.071	0.211	2.966	0.004
	teamwork	- 0.152	0.050	- 0.190	-3.002	0.003
	training	0.219	0.067	- 0.242	3.270	0.002

a. Dependent Variable: Organizational Commitment

Table (10) shows that the coefficient of X1 is 0.350, representing a partial effect of Job autonomy on organizational commitment, with motivation, communication, teamwork and training remaining constant. The estimated positive sign indicates that such an effect is positive that the organizational commitment would increase by 0.350 per unit increase in job autonomy and that this coefficient is significant at 5 % level. The coefficient of X2 is 0.193 representing the partial effect of motivation on organizational commitment, with job autonomy, communication, teamwork and training remaining constant. The estimated positive sign indicates that such an effect is positive that the organizational commitment would increase by 0.193 per unit increase in motivation and that this coefficient is significant at 5% level. The coefficient of X3 is 0.211representing the partial effect of communication on organizational commitment, with job autonomy, motivation, teamwork and training remaining constant. The estimated positive sign indicates that such an effect is positive that the organizational commitment would increase by 0.211 per unit increase in communication and that this coefficient is significant at 5 % level. The coefficient of X4 is -0.190 representing the partial effect of teamwork on organizational commitment, with job autonomy, motivation, communication and training remaining constant. The estimated positive sign indicates that such an effect is positive that the organizational commitment would increase by -0.190 per unit increase in teamwork and that this coefficient is significant at 5% level. The coefficient of X5 is -0.242 representing the partial effect of training on organizational commitment, with job autonomy, motivation, communication and teamwork remaining constant.

The estimated positive sign indicates that such an effect is positive that the organizational commitment would increase by -0.242 per unit increase in training and that this coefficient is significant at 5 % level.

Based on standardized coefficient value, X1 (job autonomy) is the most important factor to increase organizational commitment followed by X5 (training), X3(communication), X2(motivation) and X4 (teamwork).

The model can be built to predict organizational commitment in Taj Sheba Hotel using the dimensions of administrative empowerment ((job autonomy, motivation, communication, teamwork and training) according to the following equation:

$$\gamma = \beta 0 + \beta 1x1 + \beta 2x2 + \beta 3x3 + \beta 4x4 + \beta 5x5$$
$$\gamma = \beta 0 + 0.350X1 + 0.193X2 + 0.211X3 + 0.190X4 + 0.242X5$$

This empirical model indicated that 1 unit change in X1 (job autonomy), X2 (motivation), X3 (communication), X4 (teamwork) and X5 (training), while other factors remain the same with constant C =0, will lead to change organizational commitment (**Y**) by 1.19 % units.

Therefore, the study accepted the sub-hypotheses to the main hypothesis which states that there is a statistical significant impact for each dimension of the administrative empowerment (job autonomy, motivation, communication, teamwork and training) on the organizational commitment of employees at Taj Sheba Hotel in Yemen.

From results shown above, it appears that job autonomy is perceived to have a significant positive effect on organizational commitment, which means employees in Taj Sheba Hotel saw that the job autonomy enables them to feel free to decide, free from control or other external problems, so that their commitment is high. This was supported by (Sisodia and Das 2013; Naqvi et al 2013 & Sarinah et al 2018).

Motivation is seen to have a significant positive effect on organizational commitment, which has been foreseen by many studies that considered motivation as an appropriate factor to be adopted by the organization when adopting the employee commitment initiative. This was supported by (Al-Madi et al 2017; Zaraket et al, 2018; Bytyqi 2020 & Nguyen 2019).

Communication is perceived as having a significant positive effect on organizational commitment. Results support that the effectiveness of communication processes and mechanisms improves would lead to ensure that employees feel more valued and also elicit commitment to the implementation of decisions. These results were also supported by (Kakakhel 2015 & Kiiza and Picho 2015).

Teamwork can be considered as one of the effective methods in the success of organizations, especially in hotel organizations, which plays a major role in improving the organizational commitment of the employees. Organizations in

which teamwork is effectively implemented create an environment that facilitates the exchange of information and knowledge which in turn increases job independence and increases job satisfaction and organizational commitment (Hanaysha, 2016). These results were supported by (Zincirkiran et al 2015; Hanaysha, 2016 & Suhaimi et al 2018).

Training has an impact on organizational commitment, so when the management is committed to training its employees on professional needs, it makes them feel self-worth and that they are of great value to the company. Moreover, training helps employees in raising their morale and raising their level of performance and commitment in their work. So, awareness of employee training needs will increase their organizational commitment. These results were supported by (Nkosi 2015; Ali Shah et al 2016; Zaraket et al, 2018 & Ahmad et al2019).

11 – Conclusion

Administrative empowerment is quite important in hotel industry compared to other industries as such required special attention to promote organizational commitment among employees. This study aimed to determine the levels of administrative empowerment and organizational commitment in Taj Sheba Hotel, investigate the impact of administrative empowerment (in all its dimensions) on the organizational commitment and the impact of each dimension of the administrative empowerment (job autonomy, motivation, communication, teamwork and training) on the organizational commitment of employees at Taj Sheba Hotel. Data was collected using the method of questionnaire. Descriptive analysis was performed using mean and standard deviation to identify the levels of administrative empowerment and organizational commitment. Multiple linear regression was used to determine the impact of administrative empowerment dimensions (simultaneously) or separately on organizational commitment.

1- The results of the study show that:
2- The reality of practicing administrative empowerment at Taj Sheba Hotel is high, as the general arithmetic mean is (3.72) and the general standard deviation is (0.378).
3- All the dimensions of administrative empowerment at Taj Sheba Hotel are practiced in a high degree, where the dimension of teamwork came in first place with an arithmetic average of (3.85), followed by the dimension of motivation with an arithmetic average of (3.77), and in third place the dimension of job autonomy with an average arithmetic (3.68), followed by the fourth dimension of the communications with an arithmetic mean (3.63), and the training dimension came in last place with an arithmetic mean (3.62).
4- The level of organizational commitment of Taj Sheba Hotel employees is high, with a general arithmetic average (3.68), and a general standard deviation (0.509).

5- All the dimensions of organizational commitment among the employees of Taj Sheba Hotel are available at a high degree, where normative commitment come first with an arithmetic average (3.69), follow by continuous commitment with an arithmetic average (3.68), and emotional commitment come last with an arithmetic average (3.66).

6- There is a statistically significant impact of administrative empowerment in all its dimensions (simultaneously) on the organizational commitment of the employees of Taj Sheba Hotel, and explained by its five dimensions 64.2 % of the variance in organizational commitment of employees .

7- There is a statistically significant impact of each dimension of administrative empowerment (job autonomy, motivation, communication, teamwork and training) on organizational commitment of the employees at Taj Sheba Hotel.

8- The degree of influence of dimensions of administrative empowerment on the organizational commitment of Taj Sheba Hotel employees varied, as the results confirm that job autonomy is the most important factor in increasing organizational commitment, follow by training, communication, motivation, and finally teamwork.

9- Finally, the results show that any improvement by one unit in each of job autonomy, motivation, communication, teamwork and training in Taj Sheba Hotel leads to increase in organizational commitment of employees by (1.19 %).

Based on the results of the study, the following suggestions may be made:

1- Taj Sheba Hotel administration should pay more attention to administrative empowerment as a new strategy and an effective route for development, improvement of quality and enhancement of organizational commitment.

2- The hotel management should delegate decision-making authority to its frontline employees, so that they can respond quickly to guests' requests, meet their needs, and address their problems.

3- The hotel management should make more efforts to empower its employees, by giving them trust and freedom to access information, involving them in decision-making, and making use of their experience and knowledge to provide creative opinions and ideas, that enable the hotel to survive and continue in a business environment characterized by a high degree of ambiguity and complexity.

4- The need for the hotel management to pay attention to motivating its employees financially and morally to encourage them to increase their commitment to their work and increase their level of performance.

5- The need for the hotel management to have interest in training and developing employees on an ongoing basis to provide them with new knowledge and skills to enhance their capabilities to make change and to respond quickly to the successive changes that the Yemeni business environment is witnessing.

6- The necessity of the hotel management's interest in enhancing and developing the employees' awareness and perceptions of the dimensions of empowerment by giving them the power of influence, and creating appropriate organizational conditions characterized by trust, exchange of information, motivation and encouragement of teamwork.

7- Reconsidering the administrative policies followed in the hotel related to job design, supervisory support and privileges that employees receive to enhance the manifestations of organizational commitment they have.

8- More research should be conducted in hotels and other service organizations in Yemen in order to obtain a more detailed understanding of the impact of administrative empowerment on organizational commitment.

9- Studying the impact of empowerment, with its two parts (psychological and administrative), on organizational commitment to determine which of them has a greater impact.

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