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T.Test. ((ANOVA

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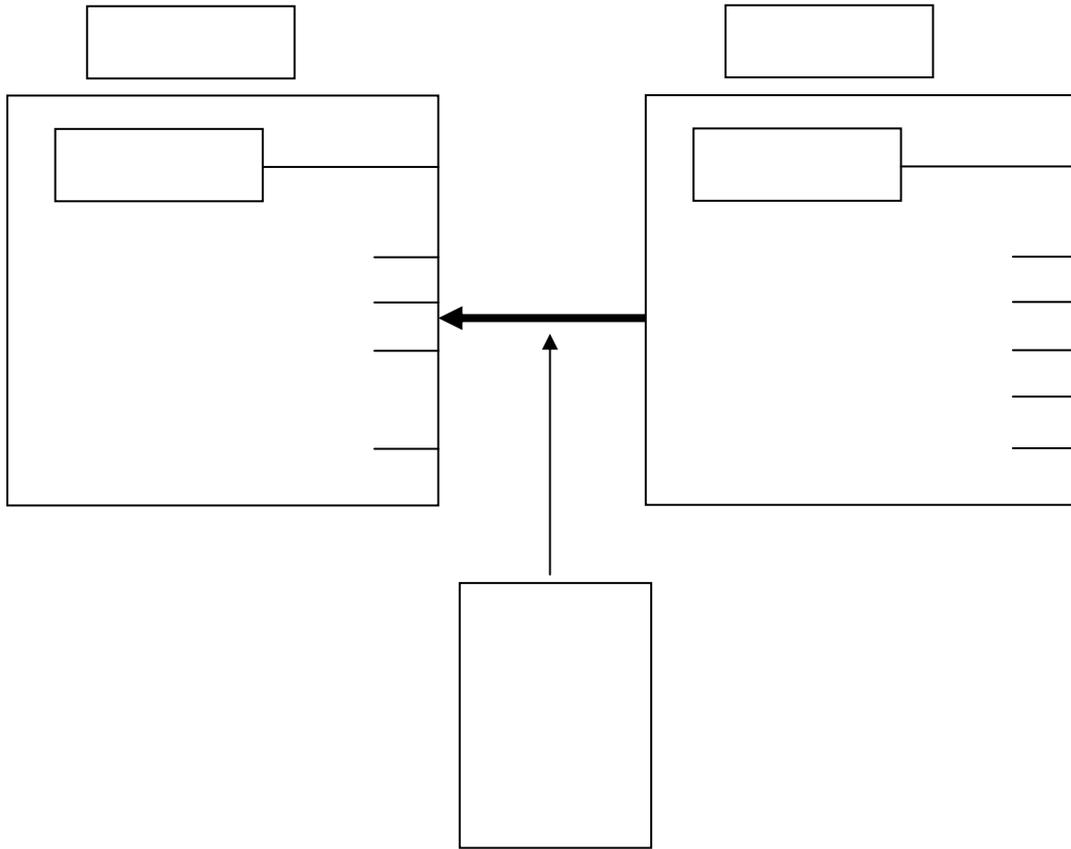
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			"	"	"			-2
	" :Ho3	-						
	(0.05 ≥ α)							-3
			"	"	"			-4
	" :Ho 4	-						
	(0.05 ≥ α)							-5
			"	"	"			
	" :Ho 5	-						

(0.05 ≥ α)

American Society For " :
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 (Malcom&Peter,2004) : -
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 Kinicki, &) .
 (Williams, 2006
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 " (1988) .(2000

		Sample Size For a Population		(S Given
		(Sekaran , 2003)		
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.(31-29)	:	-2	%35	
.(33 -32)	:	-3	(335)	
:		-4	%88	(295)
	.(37-34)			
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	(2006)			
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:				
(2003)	:			
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		.(5-1)	:	-1
(Likert Scale)		.(10-6)	:	-2
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()	()	.(19-16)	:	-4
)	()	.(24-20)	:	-5

Variance	-5	()	(
Inflation Factor -VIF		(x)		
Tolerance				
:Skewness	-6			:
"Normal Distribution"		Descriptive		-1
:Reliability	-7			:Statistic Measures
(Validity)	:			
		:Regression		-2
(Reliability)) :		
			(
		:One Way (ANOVA)		-3
Cronbach's Coefficient Alpha				
%93.6		:		
	:			
(295)		Independent-	T	-4
(335)			:Samples T-Test	



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Moorhad &) " : " "

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Murrel &) .(Goetsck & Stanly ,2006) "

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(Psoinos & Smithson , 2002) -
**Employee empowerment in manufacturing:
 a study of organizations in the UK"**

500

17

" (2007) -

491

: (Janssen, 2004) -
**"The barrier effect of conflict with superiors
 in the relationship between employee
 empowerment and organizational
 commitment"**

91

206

: (Mene , 2001) -
**" Employee Empowerment: An Integrative
 Psychological Approach"**

Support and Empowerment "

**: (Greasly et al, 2005) -
"Employee Perceptions of empowerment "'**

**Ogden, Glaister & Marginson ,) -
: (2006
"Empowerment and Accountability:
Evidence from the Privatized Water
Industry"**

(Faulkner & Laschinger, 2008) -

**"The effects of structural and psychological
empowerment on perceived respect in acute
care nurses"**

558

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**: (Logan & Ganster, 2007) -
"The effects of Empowerment on Attitudes
and Performance: The Role of Social**

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(295 =)

:(1)

%			
51.8	153		
48.2	142		
19.3	57		
26.8	79		
47.8	141		
6.1	18		
32.5	96	5	

%			
20.4	58	- 5	10
11.5	34	- 10	15
36.3	107	15	
5.4	16		
5.1	15		
15.9	47		
58.3	172		
15.3	45		
10.2	30	25	-18
23.7	70	30	-25
19.3	57	35	-30
13.6	40	40	-35
13.9	41	45	-40
10.8	32	50	-45
8.5	25		50

(1)

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%36.3 : .3 %51.8 : .1
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.%58.3 %53.9

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 : %8.5 50
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	1		3.56		#
	2	1.07	3.62		1
	1	0.91	4.05		2
	4	1.02	3.30		3
	3	1.07	3.60		4
	5	1.12	3.22		5
	2		3.38		#
	1	1.09	3.71		6
	2	1.19	3.40		7
	5	1.13	3.11		8
	4	0.95	3.31		9
	3	1.05	3.37		10
	3		3.14		#
	5	1.12	3.02		11
	4	1.27	3.10		12
	2	1.11	3.20		13
	1	1.22	3.24		14
	3	1.24	3.17		15
	4		3.22		#
	3	1.17	3.18		16

	1	1.17	3.30		17
	2	0.83	3.29		18
	4	1.13	3.09		19
	5		2.81		#
	1	1.11	3.22		20
	2	1.05	2.90		21
	4	1.11	2.60		22
	5	1.20	2.53		23
	3	1.38	2.81		24
	-		3.22		#

(3.71-3.11) (2) : -1
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(1.09) (3.71) .(3.56)

(1.13) (3.11) (4.05-3.22)
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(1.11) (3.22)

(2.53) (1.20) (1.12) (3.02)

(2))

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	4		3.66		#
	1	1.04	3.81		25
	2	1.15	3.66		26
	2	1.04	3.77		27
	4	1.12	3.52		(*)28
	3		3.95		#
	1	0.82	4.03		29
	2	0.91	3.97		30
	3	0.90	3.85		31
	1		4.13		#

	1	0.97	4.16		32
	2	0.81	4.09		33
	2		4.12		#
	4	0.84	3.97		34
	1	0.77	4.36		35
	2	0.86	4.13		36
	-		3.97		#

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(3) : -1

(3.81 -3.52) .(4.13)

.(1.12 -1.04)

(3.81)

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(3)

(0.77)

(4.36)

.(3.95)

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(0.84)

(3.97)

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: -3

(0.90)

(3.85)

.(3.66)

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(2006)

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0.56	1.79	0.558	
0.36	2.82	0.354	
0.17	2.50	0.399	
0.13	2.72	0.367	
0.16	2.13	0.468	

"Variance Inflation Factor –VIF"

" Tolerance "

(10)

" VIF"

(4)

(0.05)

(10)

(2.82–1.79)

(0.05)

(0.55 –0.35)

:

:

" :Ho

"Normal Distribution"

"Skewness"

) :

(0.05 ≥ α)

(

(1)

(1)

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(5)

	F				
0.001	5.68	1.90	9.52	5	
		0.33	96.85	289	
			106.38	294	

0.084 = (R²)

(0.05 ≥ α)

F

(5)

(0.001)

(5.68)

:(6)

R²	(R)		T	Beta	B	
0.068	0.26	*0.034	4.61	0.26	0.19	
0.048	0.22	0.628	3.84	0.22	0.15	
0.062	0.25	*0.000	4.41	0.25	0.14	
0.055	0.24	0.578	4.41	0.24	0.14	
0.056	0.24	0.330	4.18	0.24	0.15	
0.084	0.29	*0.001	5.09		0.22	

0.05 ≥ α *

((Stepwise
(7) : (6)
(0.26) α .1
% 6.8 .R () (0.05≥
.R²
(5.09) T
R (0.001)
(% 8.4) (0.29) - (0.29) (%8.4)
:
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(2006)
.2

:(7)
(Stepwise)

(0.05 ≥ α)
.() :
:
.()
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0.068	0.26	
0.084	0.29	+

Logan &) (Psoinos & Smithson ,2002)
 (Ganster,2007
 :
 " :Ho
 (0.05≥ α)
) :
 ".
 " :Ho1
 (0.05≥ α)

F-Test (ANOVA) : (8)

	F				
0.054	2.57	1.49	1.49	3	
		0.58	0.58	291	
			173.47	294	

(0.05≥ α)

(ANOVA)
 (2007)
 " :Ho2
 (0.05≥ α)
 -2
 F (8)
 (%95)
 (2.57) F
 (0.054)

(ANOVA) : (9)

	F				
0.088	2.20	1.28	1.28	3	
		0.58	0.58	291	
			173.47	294	

(0.05≥ α)

(F) (%95) (ANOVA)
 (0.088) (2.20) F (9)

(0.05 ≥ α)

" :Ho3 -3

(ANOVA) :(10)

	F				
0.557	1.79	0.46	2.34	5	
		0.59	171.13	289	
			173.47	294	

(0.05 ≥ α)

(ANOVA)

" :Ho 4 -4 F (10)
α) (0.05 ≥ (0.557) %95 (1.79)

(ANOVA) :(11)

	F				
0.014	2.700	1.53	9.23	6	
		0.57	164.23	288	
			173.47	294	

(0.05 ≥ α)

α) (ANOVA)
(0.05 ≥ (2.700) F (11)
(T) :(12) %95 (0.014)

		T
0.05 ≥ α	0.04	2.06

" :Ho 5 -5

Independent-Samples T-Test

Group	Mean	Standard Deviation	T-Statistic	df	Significance (2-tailed)
Group 1	6.8	3.31	2.06	12	0.04
Group 2	8.2	3.13			
<p>Dependent Variable: ()</p> <p>Significance level: $(0.05 \geq \alpha)$</p>					

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2006 2006
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2005
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The Impact of Managerial Empowerment on Employees Innovation at The University of Jordan

Ayman O. Al-Maany and Abdel-Hakim O. Akhoershaideh

ABSTRACT

This study aims at identifying the impact of the Managerial Empowerment on employees Innovation, and testing the differences among those directions according to the diverse demographic characteristics. The study was conducted on a random sample of 295 employees from The University Jordan; its data analysis was based on: descriptive methods, regression, T- test and one way (ANOVA) analysis.

The study's primary findings show that the perceptions of the respondent toward the Empowerment concept was moderate. Statistically proven impacts of the Empowerment on the level of employees Innovation were identified; on the other hand, the fact that there were no significant differences in the employee's perceptions of Empowerment concept is interpreted to be due to their demographic characteristics with the exception of age and gender variables. The study concluded the following recommendations:

Encouragement of employee to accept the Managerial Empowerment culture should be enhanced.

It is important to start reconsidering of employee's salaries and incentive system.

Application of impartial and clear promotional programs.

KEYWORDS: Empowerment, Administration, Innovation.