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The impact of adopting the Kaizen Strategy on empowering human resources in the bank of agriculture and rural development

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Abstract--This study aims to measure the impact of adopting the Kaizen strategy on empowering human resources in the Bank of Agriculture and Rural Development in Eastern Algeria (Annaba, Eltaref). To achieve the study's objectives, 39 questionnaires were analyzed using the advanced statistical software SPSS.v26. The study revealed a statistically significant effect of each dimension of Kaizen strategy on empowering human resources in the bank under study, which achieves an improvement and increase in the degree of empowering human resources by adopting the dimensions of the Kaizen strategy and implementing everything planned by forming specialized work teams and in a spirit of cooperation and assistance among team members to reach the required level, and correcting the deviations that were discovered.

Keywords---Kaizen strategy, empowering human resources, BADR bank, Eastern Algeria.

1. Introduction:

In light of the ongoing challenges facing the contemporary business world, organizations seek to adopt innovative management strategies to improve performance and achieve sustainable success. Among these strategies that have proven effective in various fields, the Kaizen strategy stands out as a powerful tool for improving operations and achieving institutional excellence. The origins of the Kaizen strategy go back to Japanese culture, where it means "continuous improvement" and relies on making small, continuous changes aimed at improving quality and efficiency. This strategy is not limited to improving production processes or raising the quality of products, but extends to improving the work environment and increasing cooperation between employees and different administrative levels.

With the increasing need to improve the work environment and increase productivity in organizations, it has become necessary to focus on the human element as the driving force behind every change and improvement. Here, the concept of "human resource empowerment" appears as one of the complementary elements of the Kaizen strategy. Empowering employees does not only mean giving them the authority to make decisions, but also includes providing the tools, knowledge and opportunities that allow them to interact positively with the work environment and contribute to improving performance.

The Kaizen strategy is essentially based on the participation of everyone in the improvement process, from front-line employees to senior managers. Because Kaizen encourages continuous gradual change, empowering human resources provides the basis through which employees can be motivated and directed towards innovating solutions and achieving the required improvements. Therefore, the relationship between Kaizen and empowering human resources is characterized by integration and interdependence. The better employees are empowered, the more they are able to participate effectively in continuous improvement processes, which enhances the chances of success of the Kaizen strategy in organizations. On the other hand, implementing Kaizen effectively can enhance the culture of empowerment within the organization, as continuous improvement becomes part of the organizational identity and encourages critical thinking and effective participation. In light of the above, the problem is raised through the following pivotal question:

How does adopting Kaizen strategy affect human resources empowerment in the institution under study?

The central question is divided into the following **sub-questions:**

- To what extent are sample members aware of the dimensions of Kaizen strategy in the institution under study?
- What is the degree of human resources empowerment in the institution under study?

- Does adopting all dimensions of Kaizen strategy play a role in raising the degree of human resources empowerment in the institution under study?

Study hypotheses: The study hypotheses can be formulated by presenting them as follows:

- The first main hypothesis: The organization under study does not adopt Kaizen strategy and human resources empowerment at a significance level of $\alpha \leq 0.05$.

This main hypothesis was divided into two sub-hypotheses:

- ✦ The first sub-hypothesis: The organization under study does not adopt the Kaizen strategy at a significance level of $\alpha \leq 0.05$
- ✦ The second sub-hypothesis: The organization under study does not adopt the empowerment of human resources at a significance level of $\alpha \leq 0.05$
- The second main hypothesis: There is no statistically significant effect of adopting the Kaizen strategy on the empowerment of human resources at a significance level of $\alpha \leq 0.05$

Importance of the study:

The importance of the study lies in providing a new vision on how to integrate Kaizen strategies with modern methods to empower employees in changing work environments. This study also contributes to providing organizations with a deeper understanding of how to use strategies such as Kaizen in a manner consistent with modern principles of human resource management. It also provides a theoretical and practical framework that can help managers and decision makers develop plans aimed at improving overall performance through sustainable and integrated strategies. Understanding the relationship between these strategies enables organizations to promote a culture of excellence and continuous improvement, which have become critical factors for success in today's competitive markets.

Study objectives :

This study aims to achieve a set of main objectives that contribute to understanding the relationship between Kaizen strategy and human resource empowerment, and to show how to integrate these two elements to achieve sustainable improvement in the organization's performance. The following are the most prominent objectives of the study:

- The study aims to provide a comprehensive definition of Kaizen strategy, focusing on its basic principles and how to apply it in different types of organizations. The ways in which production and administrative processes can be improved through continuous small improvements will be clarified .
- The study seeks to shed light on the concept of human resource empowerment and its role in improving the work environment. It will study how employee empowerment affects their motivation and increases their effective participation in decision-making and implementing changes in the organization.
- The study aims to analyze the relationship between Kaizen strategy and human resource empowerment. The study will review how these two elements

can be integrated to enhance continuous improvement in operations, increase productivity and innovation within organizations .

Previous studies:

Kaizen strategy for continuous improvement

Fasika Bete georgise & Alemayehu Tesfaye Mindaye, (2020) Kaizen implementation in industries of Southern Ethiopia: Challenges and feasibility. (Mindaye, 2020)

This research paper examines the acceptability and feasibility of implementing Kaizen strategy among organizations in Southern National Regional State and People's Regional State. A survey of 71 stakeholders and 24 pilot organizations was conducted using questionnaire, interview and observation in the area and the study revealed that the participants expressed their willingness to implement Kaizen. However, it also revealed some challenges that may affect the feasibility of Kaizen strategy practices. The results of the study showed that Kaizen practices are generally acceptable and appropriate among the organizations covered by the study, although its feasibility may present some challenges. The study also found that executives in the organizations do not seem to be fully committed to Kaizen teamwork. Despite its vital importance for continuous improvement, frontline workers are rarely invited to participate in the work teams.

Gordian S. Bwemelo, (2017) ACCEPTABILITY AND FEASIBILITY OF KAIZEN AS A STRATEGY FOR IMPROVING SSMES' PERFORMANCE IN TANZANIA.

(Bwemelo, 2017)

This paper examines the acceptability and feasibility of the Kaizen concept among small and medium-sized manufacturing enterprises in Tanzania. A survey was conducted on 500 stakeholders and 23 pilot companies using questionnaires, interviews and observations during awareness sessions and on-site training on the S-KAIZEN5 methodology held in Dar es Salaam region. The study indicated that the participants expressed their willingness to consider implementing the Kaizen strategy.

The study identified some potential challenges that could affect the feasibility of Kaizen practices. These challenges included employee resistance, lack of motivation, lack of appreciation for hardworking employees, in addition to inadequate communication due to bureaucratic organizational structures, and lack of workplace meetings. This study can be concluded that the concept of "Kaizen" is an acceptable concept among small and medium-sized enterprises, although its feasibility is somewhat uncertain due to the prevailing management styles and attitudes and misconceptions about "Kaizen" held by managers and employees alike. Among the most important recommendations of the study is the need to train and motivate managers and employees and change management styles.

Empowering Human Resources

Adnan Alwedyan, Mustafa Mohamed Soumadi, Murad Aldiabat, Mohammad Almarshad, Fatima Aityassine, Samer Fakhri Obeida THE IMPACT OF THE HUMAN RESOURCES EMPOWERMENT STRATEGY ON ACHIEVING STRATEGIC OBJECTIVES IN COMMERCIAL BANKS IN JORDAN(2023).

(Adnan Alwedyan, 2023)

This research paper aimed to study the impact of the human resources empowerment strategy on achieving strategic objectives in commercial banks in Jordan. (356) responses were collected from employees distributed in nine commercial banks in Jordan. The data were processed based on percentages by adopting the weighted average calculation of the level of application of all studied variables. The study concluded that the human resources empowerment strategy affects the achievement of strategic goals in Jordanian commercial banks, including participation in decision-making, freedom of responsibility, training and education. The supportive culture strategy had no effect on achieving strategic goals in these banks.

Firwana Hazem, Firwana Sharif, (2022) EMPOWERING HUMAN RESOURCES TO ACHIEVE THE STRATEGIC GOALS OF BUSINESS COMPANIES. (Firwana Hazem, 2022)

The study aimed to determine the impact of human resources empowerment on achieving the strategic goals of companies in the Gaza Strip. The researcher chose three dimensions of empowerment, after reviewing scientific references and previous scientific studies that addressed the topic, in order to measure their role in achieving the strategic goals of companies in the Gaza Strip. In achieving the strategic goals of business companies. The study reached some results, the most important of which was that the study showed the level of importance of (information sharing, freedom and independence, work teams) in the Gaza Strip, and this can be explained by the importance of each dimension of employee empowerment.

Dimensions of employee empowerment and thus reflected in achieving strategic goals. The study presented several recommendations, the most important of which is to enhance the principle of freedom and independence and provide more space for employees, especially those working in the front lines. Also, care must be taken when forming work teams to ensure that their role is to achieve the general goals of the organization in general and the strategic goals in particular.

Advantages of the current study from previous studies:

The current study differs from previous studies in addressing dimensions that are different from the dimensions that were addressed regarding the dependent variable, in addition to the fact that the current study is completely different from previous studies in terms of the number of samples and in terms of the questionnaire and the nature of the questions, in addition to the difference in the place of study, and the time period in which the study was conducted is considered recent compared to its predecessor.

2. Theoretical Framework:

2.1. Kaizen Strategy:

Kaizen or Continuous Improvement originated with the Japanese, where it was born and developed as a result of the need and necessity they live in for excellence and distinction in global markets. Japan is a poor country in terms of economic and natural resources, so it resorted to the basic resource, which is the human being, who in turn seeks improvement and continuous learning... The credit for developing Kaizen goes to Imai Masaaki in 1930, a Japanese expert and quality consultant who specialized in the fields of human resources management and organizational development, where he launched the Japanese Kaizen methodology in 1986. (Nevin Abu Bakr, 2022, p. 13)

The concept of Kaizen strategy:

Kaizen means in Japanese change for the better, as it can be defined as a word composed of two parts: Kay, which means change, and Zen, which means for the better and best. (Hadidan Sabrina, 2019, p. 56)

The word KAIZEN in its original form is a Japanese word that means improvement or change for the better and focuses on continuous improvement across all functions, systems and processes within business organizations. (Bwemelo G. S., 2017, p. 1)

Kaizen means continuous improvement that involves everyone in the organization, from top management to managers, supervisors and workers. In Japan, the concept of Kaizen is so deeply ingrained in the minds of managers and workers that they often don't realize it. They think of Kaizen as a customer-focused improvement strategy. (Mindaye F. B., p. 4)

Imai Masaaki, the father of continuous improvement philosophy and director of the Institute of Improvement, describes it as Japan's secret to winning the competition, as it involves striving for continuous gradual improvement, doing small things better and establishing and achieving higher levels of performance, which ultimately achieves the goal of zero defects. (Masoudi Ayoub, 2023, p. 52)

Kaizen has been defined as: "An innovative method and philosophy, invented by the Japanese for managing industrial and financial institutions and even all aspects of life. The Kaizen philosophy is based on analysis and process, and its goal is to reduce waste in resources, time and effort and increase production. It is a concept synonymous with quality in its broad and comprehensive sense in all aspects of life. The Kaizen strategy is applied in small steps rather than costly comprehensive changes.

Kaizen strategy steps for continuous improvement according to Deming:

Among the tools that are widely used in continuous improvement is Deming, which consists of four steps that can be explained in the following points: (Al-Anz, 2011, p. 243)

Plan: This stage focuses on the team leader identifying the process, mechanism, or policy that needs to be improved. Then, he works on documenting all the required data regarding this process using statistical methods. After that, the cost, benefits that can be used, and alternatives are determined in solving the problem. Then, the plan becomes ready for implementation.

Do: The above plan is applied - in the planning stage - and its progress is monitored while continuing the process of collecting data and documenting all the things that happen in it, which enables the team to obtain the required data and make the necessary adjustments to make updates to it.

Cheek: This stage focuses on analyzing the data obtained from the implementation stage to discover the extent of conformity with the goals set in the plan and accurately. A defect in conformity will prompt the team to either reevaluate the plan or stop the project.

Correction: The team makes the necessary adjustments to the process and obtains positive results that are standards that other workers can benefit from.

Kaizen Principles

- Kaizen strategy is based on a set of basic principles, including: (Awda, 2022, p. 21)
- Not a single day should pass without making any improvements - no matter how small - anywhere in the organization.
- There is nothing that can not be improved, everything can be improved and should be improved.
- Instead of criticizing, suggest any improvements.
- Any management activity should ultimately lead to increased customer satisfaction.
- Anticipate customer desires and preferences and try to provide them immediately.
- Quality first, not profit, as any organization can only flourish if customers are satisfied with its products.

The importance of adopting the Kaizen strategy:

Graham explains the importance of the Kaizen strategy for organizations in the following points: (Graham, 2020, p. 230)

- The "Kaizen" strategy is a great opportunity for organizations to reduce costs and increase their internal assets to generate new revenues.
- It is an integrated systematic process to coordinate the organization's various activities towards achieving its goals.
- It enhances the organization's ability to maintain performance based on experience and knowledge and improve.
- The "Kaizen" strategy allows the organization to identify the required knowledge, document the available knowledge, develop it, share it, apply it and evaluate it.
- It is a motivating tool for organizations to encourage the creative capabilities of their human resources to create good knowledge and to detect unknown relationships and gaps in advance for continuous improvement.

Obstacles to adopting the Kaizen strategy:

The adoption of the Kaizen strategy faces many obstacles, the most important of which are: (Nagi, 2020, p. 253)

- Retaining and monopolizing information, which many managers have been affected by.
- The reluctance of some employees to participate, which does not only mean sharing information but also sharing in bearing responsibilities.

- Inability to bring about change in organizational culture and traditional administrative practices.
- Lack of a collaborative participatory climate in the work environment.
- Lack of focus on actual work sites, which have value-added processes for beneficiaries.

2.2. Empowerment

The concept of empowering human resources is one of the modern administrative concepts that helps solve problems and expand the scope of participation in decision-making, which is positively reflected on employees and the organization. Employees' feeling of comfort and acceptance of the tasks assigned to them leads to improving their level of job performance. It is also a way in which the organization gives its employees the authority to make their decisions related to work. (Kahaloush Fella, 2022, p. 252)

The concept of empowerment

The term empowerment is considered a modern term. It appeared in the late eighties and became popular in the nineties. Therefore, the topic of empowerment is the result of successive and continuous administrative efforts that sought to find solutions to administrative problems that hinder the movement of modernization and development. Researchers' interest in studying it has grown because it is an administrative philosophy based on applying the open management approach. There are many definitions that define empowerment, and in turn they contribute to clarifying the big picture of empowerment. (Mushipe, 2011, p. 22)

Empowerment has been defined as "the redistribution of authority and information within the organization that enables employees to perform their jobs more efficiently and effectively." It has also been defined as "empowerment is a contemporary administrative process with old practices that emphasize granting employees the right to act and make decisions in managing their activities within the organization by granting them powers and providing them with the required information at the specified time and granting them complete freedom to perform activities and work in the manner they see fit." Empowerment is viewed as a means that gives employees the opportunity to manage their organizations and make decisions related to them, in addition to giving them the opportunity to think creatively, which helps solve problems and take the initiative in different situations while bearing full responsibility for that. Thus, it works to encourage employees to make decisions and take the initiative in taking action at a time when monitoring and guidance from managers is reduced. "

From the above, it can be said that empowerment aims to release the restrictions of workers and liberate them and move from bureaucratic procedures and strict control to involving workers in information and making collective decisions and expanding the use of powers and bearing more responsibilities in a way that would unleash their intellectual and cognitive capabilities towards creativity and innovation. (Nabil, 2023, p. 800)

Characteristics of empowering human resources: (Ivancevich, 2000, p. 488)

- Explicit sharing of business performance information with workers
- Replacing work teams instead of hierarchy and authority.

The importance of empowerment:

Empowerment achieves several benefits and advantages for the individual and the organization as a whole, including the following:

- Working to unleash unused human energies to increase and improve productivity
- Focusing management's work on long-term strategic issues and not being preoccupied with daily and routine matters to enable employees to make correct and purposeful decisions.
- Empowerment represents the promise of improving operational and financial performance, as this leads to increasing employees' psychological ownership, their job involvement, and their job satisfaction in general.

Jena & Pradhan have shown that leadership empowerment positively affects team strength through three methods:

- Achieves communication and trust among team members;
- Encourages team members to collectively commit to the group's goals;
- Helps to enhance cooperative behavior among team members through continuous calls for cooperation, as the success of this cooperation enhances the beliefs of the team's strength.

Objectives of Human Resources Empowerment:

The organization can achieve several objectives through human resources empowerment, including:

- Keeping the organization at the forefront and making it a pioneer in its field of work.
- Creating an environment that supports continuous development, complex developments, values and behavioral patterns in the organization.
- Empowerment contributes to building and constructing distinguished human minds.
- Increasing the organization's ability to create and develop its products and reduce its production costs.
- Improving the organization's performance. (Sharif, 2022, pp. 65-66)
- Increasing the ability to successfully apply innovations.
- Unleashing the intellectual energies and mental capabilities of employees at all levels.
- Improving operations and increasing production.
- Transforming to high-level organizational patterns that help in communication and direct interaction between employees and management.

Challenges of implementing the human resources empowerment strategy:

There are many challenges that human resources empowerment may face, including employees' misuse of the authority granted to them, and the increase in the burdens and responsibilities placed on them, which may make them unable

to perform them well, in addition to some employees' interest in their personal success more than the success of the group or organization, as well as the weak ability to make effective decisions among some employees or the influence of personal factors in the decision-making process away from objectivity. (Fatima AityassineE, 2023, p. 8)

3. The empirical study

3.1. Population and Study Sample

- **Study population:** The study **population** consists of employees of the Bank of Agriculture and Rural Development Annaba El Tarf, estimated at 198 employees distributed over 10 agencies affiliated with the regional exploitation complex.
- **Study sample:** The study sample included a group of administrators in the regional directorate of "Badr" Bank. 40 questionnaires were distributed and 39 questionnaires were retrieved.

3.2. Study method

In the current study, we relied on the descriptive and analytical method. The descriptive method was used by collecting information and data from various sources and presenting them, as well as analyzing and interpreting the data. This analytical method was used by testing hypotheses, extracting results, and predicting.

3.3. Structuring the study tool

The study form included (22) questions, which were designed as follows: **Part One:** It includes information about the individuals of the study sample, numbering (5), represented in: -
Personal information: related to gender, age, educational level, position, seniority.
Part Two: It relates to the study axes represented by the independent variable Kaizen strategy and the variable Human Resources Empowerment, and is explained as follows: -

Kaizen strategy axis: It includes the following dimensions:

- Planning from statement 01 to 03
- Doing from statement 04 to 06
- Auditing from statement 07 to 09
- Correction from statement 10 to 12.

Human Resources Empowerment axis: It includes statements from 13 to 22.

3.4. Statistical methods used in data analysis:

- Frequencies and percentages to describe the characteristics of the study sample.
- Arithmetic mean to determine the responses of the study sample members towards each dimension of the study
- Standard deviation and relative coefficient of variation to determine the extent of dispersion of respondents' answers about the elements of each dimension.

3.5. Statistical methods used in testing hypotheses:

- Test-T for one sample to ensure the availability of the study dimensions in the institution under study.
 - Simple linear regression test to determine the impact of using the Kaizen and empowerment strategy on human resource performance.
- A 95% confidence level was adopted in testing the statistical hypotheses of the study, and the probability of error equals 0.5%, which is the appropriate percentage for the nature of the study.

3.6. Construct validity of the tool:

The structural validity of the study tool was verified, based on Pearson's correlation coefficient, and the results are shown in the following table:

Table No. 1: Pearson correlation coefficient for organizational justice and job satisfaction

Variables	Pearson correlation coefficient value	Significance level
Kaizen Strategy	0.643	*0.014
Human Resources Empowerment	0.697	*0.000

Source: Prepared by the researchers based on SPSS (V26) outputs

* Statistically significant at a significance level of $\alpha \leq 0.05$

The previous table shows that the correlation coefficients between each of the dimensions and variables forming the questionnaire are statistically significant at a significance level ($\alpha \leq 0.05$), as the value of the significance levels is less than the significance level of 0.05, and the correlation coefficient is limited between 0.643 and 0.697, thus reflecting the existence of a positive correlation and a direct relationship between the variables and the dimensions forming them, thus reflecting the extent of their validity with regard to what they were designed to measure.

3.7. Stability of the study tool:

The stability of the questionnaire means the stability of the results and their nonchange significantly if it is redistributed to the same sample members several times and under the same conditions and circumstances during a specific period of time. The stability of the questionnaire directed for the study was verified through the "Cronbach's Alpha" coefficient to measure the degree of consistency in the respondents' answers to all the statements in the scale. The results were as in the following table:

Table No. 2: Cronbach's Alpha coefficient to measure the stability of the study tool dimension

Variable	Dimension	Cronbach's coefficient	alpha
Kaizen Strategy	Planning	0.704	
	Doing	0.801	
	Auditing	0.763	
	Correction	0.750	
Overall stability of Kaizen strategy		0.784	
Overall stability of human resource empowerment		0.834	
Stability of the questionnaire as a whole		0.763	

Source: Prepared by the researchers based on SPSS (V26) outputs

It is noted from Table No. 2 that the value of Cronbach's alpha and the coefficient of reliability are both high in all axes of the questionnaire, as the values of the reliability coefficient are limited between (0.704) as the lowest percentage and (0.834), and the total reliability value for all questionnaire phrases reached (0.763) which is greater than (0.600), indicating that the study tool is stable and reliable in its phrases and ready to be applied to the study sample.

4. Presentation and analysis of results and testing hypotheses

This section will address the presentation and analysis of the results of the questionnaire, in addition to testing the hypotheses, and finally the results are extracted.

4.1. Presentation and analysis of the results of the questionnaire

First: Analysis of the axes of the study tool

Here the axes of the study related to the Kaizen strategy and employee empowerment are analyzed, using statistical methods represented by the arithmetic mean and standard deviation.

➤ Results analysis of the Kaizen strategy axis

Table No. 3: Kaizen Strategy Dimensions level of agreement

Dimension	Mean	St Deviation	Level of Agreement
Planning	3.67	1.221	High
Doing	3.54	1.430	High
Auditing	3.44	1.167	High
Correction	3.59	1.229	Medium

Source: Prepared by the researchers based on SPSS (V26) outputs

Planning dimension: The arithmetic mean of the planning dimension was 3.67 with a high level of agreement and a standard deviation of 1.221, which reflects a convergence in the viewpoints of the sample members. Thus, this result indicates that the institution provides a clear vision that helps formulate the plan and rely on it in following up on work. In addition, it ensures that employees have a role in formulating plans.

- **Doing dimension:** The arithmetic mean of the planning dimension was 3.54 with a high level of agreement and a standard deviation of 1.430, which reflects a convergence in the viewpoints of the sample members. Thus, this result indicates that the institution is working to monitor its progress to obtain the data required to make the necessary adjustments and adapt to them and implement everything that has been planned.
- **Auditing dimension:** The arithmetic mean of the planning dimension reached 3.44 with a high level of agreement and a standard deviation of 1.167, which reflects a convergence in the viewpoints of the sample members. Thus, this result indicates that the institution reviews the indicators on the policies followed by its work environment and the specific indicators, in addition to analyzing the extent to which the objectives match what was planned and implemented.
- **Correction dimension:** The arithmetic mean of the planning dimension reached 3.59 with a high level of agreement and a standard deviation of 1.229, which reflects a convergence in the viewpoints of the sample members. Thus, this result indicates that the institution compares what was implemented with what was planned by modifying the plans and correcting them from deviations so that they match the plan and the set goals.

➤ **Results analysis of the human resources empowerment axis:**

Table No. 4: Human Resources Empowerment level of agreement

Variable	Mean	St Deviation	Level of Agreement
Human Resources Empowerment	3.77	1.063	High

Source: Prepared by the researchers based on SPSS (V26) outputs.

The arithmetic mean of the planning dimension was 3.77 with a high level of agreement and a standard deviation of 1.063, which reflects a convergence in the viewpoints of the sample members. Thus, this result indicates that the institution, which indicates that the management of the organization under study realizes the importance of delegation in empowering employees, in addition to the fact that the delegation process helps in the process of investing the energies of qualified human cadres working in the organization. The organization under study is also interested in providing communication skills to leaders, and is interested in the nature of administrative communications and the flow of information between employees, as effective communication is considered one of the necessary factors for the empowerment program as it is the basic framework for all work relationships. Also, employees in the organization feel the value and importance of the work they do, which increases their motivation to accomplish

their tasks, as the most important incentive for them is appreciation and respect from the president to his subordinates.

4.2. Testing the study hypotheses:

The first main hypothesis: "The organization under study does not adopt the Kaizen strategy and human resources empowerment at a significance level of $\alpha \leq 0.05$ ".

This main hypothesis is divided into two sub-hypotheses:

- **The first sub-hypothesis:** "The organization under study does not adopt the Kaizen strategy at a significance level of $\alpha \leq 0.05$ ".

Table No. 5: Results of the first sub-hypothesis test

Variable	Mean	Degree of freedom	Cal T-value	Tab Tvalue	Sig	Decision
Kaizen Strategy	3.99	22	6.888	2.075	0.000	rejection

Source: Prepared by the researchers based on SPSS (V26) outputs.

The arithmetic mean value was estimated at 3.99, which is a value greater than the neutrality level of 03. The calculated T value (6.888) is greater than the tabular T value (2.075). This means that there is strong evidence to reject the null hypothesis and accept the alternative hypothesis. This rejection of h_0 and acceptance of h_1 is confirmed by the significance level value, which is $\alpha = 0.000$, which is less than the significance level of 0.05. Therefore, the null hypothesis is rejected and the alternative is accepted, which states that "the organization under study adopts the Kaizen strategy at a significance level of $\alpha \leq 0.05$ in the institution under study."

- **Second sub-hypothesis:** "The organization under study does not adopt human resources empowerment at a significance level of $\alpha \leq 0.05$ ".

Table No. 6: Results of the second sub-hypothesis test

Variable	Mean	Degree of freedom	Cal T-value	Tab Tvalue	Sig	Decision
Human Resources Empowerment	3.88	22	6.268	2.075	0.000	rejection

Source: Prepared by the researchers based on SPSS (V26) outputs.

The arithmetic mean value was estimated at 3.88, which is a value greater than the neutrality level of 03. Also, the calculated T value (6.888) is greater than the tabular T value (2.075). This means that there is strong evidence to reject the null hypothesis and accept the alternative hypothesis. This rejection of h_0 and acceptance of h_1 is confirmed through the significance level value, where the value of $\alpha = 0.000$ is less than the significance level of 0.05, and thus the difference. Accordingly, the null hypothesis is rejected and the alternative is accepted, which

states that "the organization under study adopts human resources empowerment at a significance level of $\alpha \leq 0.05$ in the institution under study.

The second main hypothesis: "There is no statistically significant effect of adopting the Kaizen strategy on human resources empowerment at a significance level of $\alpha \leq 0.05$ ".

Table No. 7: Results of the second main hypothesis test

Independent variable	Dependent variable	Correlation coefficient	Regression coefficient	Sig	Decision
Kaizen Strategy	Human Resources Empowerment	0.875	0.768	0.000	rejection

Source: Prepared by the researchers based on SPSS (V26) outputs.

The statistical data, as presented in the regression table, indicate that there is a statistically significant relationship between the independent variable and the dependent variable, and that it was statistically significant, as the calculated significance level reached (0.00), which is less than the significance level (0.05), and this is reinforced by the value of the correlation coefficient, which reached (0.795), which means accepting the alternative hypothesis and rejecting the main hypothesis that states that there is no relationship between the impact of adopting the Kaizen strategy and empowering human resources in the institution under study. As for the value of the explanatory power, it reached (0.768), meaning that 76.8% of the impact on empowering human resources is due to adopting the Kaizen strategy and the important role it plays in achieving excellence, and the remaining percentage, which is (23.2%), is due to other factors.

5. Conclusion:

In conclusion, the study emphasizes the importance of integrating the Kaizen strategy with employee empowerment to achieve continuous improvement in operations and increase innovation and productivity within institutions. The study recommends the need to develop a work environment that encourages effective employee participation and gives them the opportunity to contribute to change, which contributes to achieving institutional goals in the long term.

The study analysis also shows that the relationship between the Kaizen strategy and human resources empowerment is an integrated relationship, as employee empowerment enhances their ability to contribute effectively to continuous improvement, thus achieving better results in terms of productivity and quality. In contrast, the Kaizen strategy contributes to enhancing the culture of empowerment within the organization by encouraging collective participation and stimulating innovation and creativity among all functional levels.

Study results:

- There is a link between the Kaizen strategy and empowerment at the level of the institution under study, which contributes to improving the level of human resource performance.
- The existence of an impact of adopting the dimensions of the Kaizen strategy on empowering human resources
- The institution under study achieves an improvement and increase in the degree of empowering human resources by adopting the dimensions of the Kaizen strategy and implementing everything planned by forming specialized work teams and in a spirit of cooperation and assistance among team members to reach the required level, and correcting the deviations that were discovered.
- The institution under study achieves an improvement and increase in the possession of information, as a result of using it after empowerment, and this is evidence of a sense of equality against classism in dealing.

The institution under study relies on the empowerment method to a high degree, but it grants limited powers in decision-making, although its practice gives the best results for their use of new and innovative methods.

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