The Role of Managerial Empowerment in the Development of Innovative Organizational Behavior of Managers Serving in Youth Centers in Amman, Jordan

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Abstract

Youth centers are considered a pillar in preparing the youth for exercising their interests/ activities in the different disciplines, being political or others. Sports related activities always need to prepare all those who work in these centers to form an ecosystem for the preparation of the youth. Many studies dealt with some aspects of these centers without proper attention to the human resources aspect, especially the empowerment of the youth managers. The study aims at addressing the human resources aspect by identifying the role of managerial empowerment in the development of innovative organizational behavior of managers serving in youth centers in Amman, Jordan. Since this study is qualitative in nature, the descriptive approach will be utilized here as it is the most suitable for such kind of study. This study used a sample consisting of (66) managers with two questionnaires that are designed to measure managerial empowerment and innovative organizational behavior. Two salient features were found in this study: one feature is that the managerial empowerment of employees in youth centers is of a medium strength factor. The other salient feature that was found to be of high strength impact is empowering managers with innovative tools like trust and cooperation. The study recommends promoting the concept of trust and cooperation among employees in youth centers and promoting the implementation of innovative organizational behavior by providing an appropriate atmosphere and conditions.

Keywords: *Managerial Empowerment, Innovative Organizational Behavior, Managers, Youth Centers.*

Introduction

Human resources play a substantial role in their ability and scope to achieve the success and growth of the companies. It is necessary to pay attention to improving and developing human resources in organizations in response to the requirements of globalization these days. Swanson (2022). Following the current necessities of globalization, modern managerial methods have been adopted that respond to the challenges posed by the work environment through managing human capital and linking it to intellectual capital, directing and motivating it, and placing it at the forefront of concerns in managerial business organizations (Yong et al., 2020; Nankervis et al ., 2019 ; Shamim et al., 2019).

In the world of management, the motivation tool has imposed itself as a basic philosophy governing the workflow to achieve continuity and development in the work of the organizations (Charron et al., 2014). Among the new trends that have emerged in the domain of human resources management, which contributes to achieving full benefit is managerial empowerment, which has received increasing and great attention from academics and specialists interested in the subject of human subjects (Mathis ,et al.2016 , Shin .et al ., (2020).)).

Managerial empowerment is concerned with giving powers and responsibilities to employees,

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encouraging them to participate in decision-making, and granting those appropriate authorizations and the necessary training and education. Managerial empowerment is concerned with stimulation and encouragement in the light of information and means of administrative communication, allowing them to work within an integrated work team without the intervention of senior management (Tripathi et al., 2020; Vlachopoulos, 2021; Hackman & Johnson, 2013)..

As managerial empowerment gives workers freedom of action and the power of achieving participate in decision-making, it is thus an achievement for the opportunities for innovative thinking. Empowerment, trust, allowing the flow of information, and increasing opportunities for dialogue and understanding contribute to creating an appropriate organizational climate in which the features of innovative behavior are highlighted (Hatem et al., (2022).

In this give-and-take discussion, various ideas have emerged and crystallized about the concept of managerial empowerment, as it is one of the modern concepts in managerial thought and is one of the keys to the success and sustainability of the organization. Managerial empowerment is an equal transfer of responsibility and authority from managers to assistants, support for employees, and a sincere invitation to the organization's employees to participate in decision-making. (Hiatt & Creasey (2003).

Empowerment is the participation of employees to their superiors in making and taking decisions within a framework based on defined responsibility, mutual trust, training, and support to excel in achieving the objectives of the organization. Managerial empowerment, therefore, is defined as granting employees a large and appropriate degree of freedom of action and sufficient independence in performing the tasks entrusted to them with high efficiency, strengthening the spirit of initiative, preparing them to make decisions positively and appropriately, and solving the problems that confront them and hinder the achievement of the goals of the organization.

The availability of many indicators and criteria enables inferring the extent of the effectiveness of developing managerial empowerment programs, including the number of new ideas created by employees, regardless of the extent of their implementation. Empowerment aims to motivate and innovate, and it is often accompanied by sufficient freedom of action, motivation, and enthusiasm among workers. Other indicators are the ratio of decisions taken at the lower levels to the total decisions taken in the organization, the extent of improvement in cost indicators, and the extent of improvement in employees' morale and self-confidence. Accordingly, it is of high significance to give an insight into managerial empowerment's dimensions, obstacles, measurement, elements, and stages Amanchukwu et al. (2015).

In the youth centers development in particular, human resources play a pivotal role in driving the success of youth centers, serving as the lifeblood that nurtures and sustains these vital community spaces. The effectiveness of youth centers hinges on the dedication and expertise of the individuals managing programs, coordinating activities, and interacting with the young participants. Skilled HR professionals are instrumental in recruiting, training, and retaining qualified staff, ensuring that the center is staffed with individuals who understand the unique needs of young people. A well-supported and motivated team is essential for creating a positive and inclusive environment, fostering personal development and community engagement among the youth. Research indicates that youth centers with strong human resources practices not only enhance the overall well-being of participants but also contribute significantly to community cohesion and crime prevention. Therefore, investing in a robust human resources framework is not just a strategic imperative but a moral obligation to empower the next generation.

Dimensions of Managerial Empowerment

Dimensions of managerial empowerment of the youth organizations are summarized as follows:

1. Delegation of Authority: Employees delegated with authority can influence work decisions, and this

requires a shift from control to criticism and delegation.

2. Training and Education: Organizations should provide a fair and integrated system for training employees and providing them with innovative knowledge through organized and continuous training.
3. Motivation and Encouragement: Material and moral incentives play a major role in strengthening the relations between the organization and the employees, as well as stirring the motivation of individuals.
4. Information and Communication: The availability of conditions and means of communication creates sufficient space for access to accurate information.
5. Work teams: It is the belief of managers that employees in management units can collectively work in solving work problems and that their ideas shall be respected. This requires the supervision of a strong and capable leader who has a high degree of self-confidence and can direct the work and support the employees to overcome the difficulties that they may encounter while performing their work.
6. Participation in Decision-making: This is done through the participation of employees in defining goals and reaching the right decision, where the employees participate in defining the work problem, collecting information, and analyzing and discussing the results, leading to sound decision-making.

Hifny, & Ismail (2013; Dehkordian Nezhad, et al., 2021; Kharel, et al.,2022; Sadeghi, et al., 2022; Kovács et al, 2022).)

Obstacles of Managerial Empowerment

Various obstacles are faced in implementing the concept of managerial empowerment, i.e. managers' unwillingness to implement the concept of managerial empowerment due to their fear of losing power and influence, achieving equality between the concept of empowerment and delegation of authority, employees' fear of taking responsibility, unwillingness to change and adopt new methods, weak motivational system, poor training, and self-development, along with the problem of the different goals for both management and employees (Hardina, et al (2006); Holbeche, & Mayo (2009).

Innovation refers to finding something new and unfamiliar and bringing something out of nothing or even looking at phenomena and things with new methods and approaches, it is the implementation of an idea developed within the organization or borrowed from outside the organization and updated for implementation. However, innovation as the systematic development and practical application of a new idea, as innovation lies in creating new ways and means to accomplish work. Concerning the innovative decision, it is the decision that carries with it solutions to the existing problem in a new and unique method Keeley, et al., (2013; Greenhalgh, et al.,2008).

Managerial innovation is a basic and important need for organizations in general, youth organizations and centers in particular to help them excel and maintain a competitive advantage strategy. Decision makers in large organizations have recently realized that there is a discrepancy between actual performance and desired performance, prompting management to try to find new methods to activate performance. Thus, the need for innovation appears as the basic management that enables the organization to come up with something new by analyzing technological changes in the work environment. Innovative organizational behavior is based on the behavior practiced by an individual or group in the workplace, which results in innovative behavior. Innovative organizational behavior leads to the addition, presentation, and implementation of new ideas at any organizational level in an innovative manner, starting from the realization of managerial positions, through an interest in collecting information, up to evaluating alternatives, and finally adopting a specific behavior or idea (Aaker, & Moorman 2017; Cimini, et al.,2020).).

Innovative Organizational Behavior Measurement

Innovative organizational behavior can be measured through the following:
1. The Ability to Think: This is carried out through following up and developing new ideas and the ability

to change and move from one level to another, as well as adapting to the change that occurs at work.

2. Brainstorming: This is completed by searching for everything new, presenting new proposals that can be implemented on the ground, and working to encourage new ideas if they are correct and have the benefit, and are agreed upon by the opinion of the majority.

3. Solving Problems: This refers to the individual's ability to provide innovative solutions to related problems and make appropriate decisions on time, in addition to trying to anticipate problems that may occur and try to prevent them. (Jafri, 2010; et al.,2020).

Innovative Organizational Behavior Elements

Innovative organizational behavior includes several elements consistent with the nature of the study:

* Originality: It is the ability to create new, restricted, rare, and non-repetitive ideas.

* Flexibility: It is the ability to take different approaches, think in different ways, and not be intolerant of ideas themselves.

* Fluency: It is the ability of an individual or group to produce a large number of ideas in a certain period, as fluency is considered the ability to innovate and analyze data. Also, it is the ability to break down compounds into their primary elements.

* Prediction of Problems: It means awareness of the presence of problems or the need for improvement and development.

* Susceptibility to Change: This is represented in the organization's support for the renewed change in the methods of work and the encouragement of innovation.

* Spirit of Risk: this means adopting new ideas and methods that are rarely used and bearing the risks resulting from the new business.

* Communication Capacity: This refers to the fact that the relationships are positive and the paths of communication are easy and realistic. (Caputo, & Ayoko 2021; Battistelliet al., 2022).

Innovative Organizational Behavior Stages

Innovative organizational behavior consists of several stages, including:

1. Preparation Stage: It includes collecting information, researching the problem in depth and all directions, and presenting an innovative solution rather than a traditional one.

2. Assessment Stage: It is the stage of making sure that these new ideas are real and achievable. The level of productivity can be measured and commensurate with the nature of the problem to be solved.

3. Birth Stage: It means that the formation of new ideas takes place suddenly.

4. Implementation Stage: It is the stage of experimentation and ensuring its validity and effectiveness, and this helps the innovator to modify and adapt it before translating it into reality.

As gleaned from the above, innovative organizational behavior is considered one of the main elements to move toward the best and push employees to achieve competitive advantage. Several innovators, however, have faced many obstacles that prevented them from achieving their innovation, prompting them to surrender, retire, become discouraged, or even leave their countries to find work environments compatible with their innovative ideas, and these are called obstacles. Among those obstacles related to innovative organizational behavior are the fear of making mistakes, the inability to distinguish between reality and illusion, the lack of an appropriate work climate, the absence of qualified administrative leadership, and the lack of clarity of work objectives (Bantha, & Nayak (2021)..

Significance of the Study

The significance of the study is reflected in linking the process of managerial empowerment and innovative organizational behavior in some youth centers in the capital, Amman, given that work in youth institutions

requires a great understanding of dealing with young people, encouraging and teaching them in providing the best. As the youth centers sector is one of the most important sectors that attain a significant position in the domain of sports management, the significance of the study also lies in raising the morale of workers in youth centers, enhancing their loyalty, and stimulating their innovative behavior through developing the capabilities of employees and workers by contributing to solving problems, participating in decision-making, working as one team and excelling in reaching the degree of innovation.

The significance of the study is also highlighted in the attempt to link the impact of the dimensions of managerial empowerment and innovative organizational behavior as organizational characteristics in youth centers in Jordan. The results of this study may also be of assistance to those in charge of the youth centers in activating, updating, and developing their managerial empowerment processes and disseminating them to the workers and trained staff in the youth centers to motivate and enhance innovative organizational behavior in youth institutions in Jordan. Managerial empowerment strongly contributes to achieving work requirements in a timely and high-speed manner, as well as accuracy in performance.

The significance of the study also rests in the fact that managerial empowerment increases the effectiveness of the organization's performance by working to satisfy the needs of the work teams and increasing the level of efficiency of the organization's employees. The benefits of administrative empowerment lie at the level of the individual worker and the organization. In other words, administrative empowerment develops the employees' sense of responsibility and belonging to the institution in which the employees work, makes them feel job satisfaction, and increases their motivation. Concerning the enterprise's level, it raises the level of productivity, reduces absenteeism, gives workers participation in decision-making, improves the quality of goods and services provided, and achieves competitive advantage.

Problem Statement

Because the youth organizations and centers in Jordan perform their administrative duties using old fashioned, routine and traditional methodologies, that resulted in the poor attraction of young people to attend these centers and shown to be strongly decreasing throughout the years. The root cause of this decline in numbers is attributed to centers staff, workers, and technical trainers lack of the skills of persuading the target youth group that these centers provide products or services that satisfy their needs and desires.

By virtue of the experience of the researcher with the youth environment, it is noted that there is a reluctance of young people to visit or join these youth centers. This reluctance is due to the failure of youth centers to provide qualified youth leaders, the lack of a suitable youth climate for them, the failure of youth centers to keep pace with developments that occur on the Arab and international scene in dealing with youth, and the lack of interest of youth institutions in developing workers and employees. Accordingly, the problem statement lies in identifying the role of managerial empowerment in the development of innovative organizational behavior of managers serving in youth centers in Amman, Jordan.

Study Questions

In light of the study problem, the study questions are.

1. What is the level of implementation of the dimensions of managerial empowerment prevailing in some youth centers in the capital, Amman, Jordan?
2. What is the level of innovative organizational behavior in some youth centers in the capital, Amman, Jordan?

Study Objectives

The following study objectives are articulated to answer the study questions

1. Identifying the level of implementation of the dimensions of managerial empowerment prevailing in some youth centers in the capital, Amman, Jordan.
2. Pinpointing the level of innovative organizational behavior in some youth centers in the capital, Amman, Jordan.

Method & Procedures

Study Approach

The nature of the study necessitates using the descriptive approach for its suitability for the nature of the study and analyzing it using the Statistical Package for the Social Sciences (SPSS) program.

Study Sample

The study sample consists of (66) male and female managers working at the Supreme Council for Youth and Sports in some youth centers in the capital, Amman, Jordan.

Study Instrument

After reviewing several related previous studies dealing with administrative empowerment and its effectiveness in developing innovative organizational behavior and identifying the instruments used in that study, two questionnaires are prepared to measure the role of administrative empowerment in developing innovative organizational behavior among managers working in youth centers in the capital, Amman, Jordan.

Study Instrument Validity

To check the study instrument validity, the questionnaire is presented to (6) experts and validators in sports management, where the domains and items of the questionnaire areas are approved and agreed upon by the experts and validators.

Study Instrument Reliability

To check the study instrument reliability, Cronbach's reliability coefficient alpha is used for the study scale, as shown in Table (1).

Table 1: Cronbach's Reliability Coefficient Alpha for the Scale of Managerial Empowerment and its Role in Developing Innovative Organizational Behavior.

Reliability(Cronbach's Alpha)	Organization
95%	Youth Centers in Amman, Jordan

Results & Discussion

First: Findings related to the First Research Question

What is the level of implementation of the dimensions of managerial empowerment prevailing in some youth centers in the capital, Amman, Jordan?

To answer this question, the means and standard deviations of individual responses to the items related to the reality of managerial empowerment in youth centers are calculated. Table (2) illustrates those findings.

Table 2: Means And Standard Deviation of the Responses About the Reality of Managerial Empowerment In Youth Centers.

Degree	Rank	SD	Mean	Domain	Item
Medium	.....	79.0	2.25	Delegation Domain	*
High	1	0.71	2.44	I make my decisions without the influence of others.	1
Medium	4	0.38	2,02	I make my decisions at the center independently.	2
Medium	3	0.86	2.24	The Supreme Council grants me sufficient and wide powers to work.	3
Medium	2	0.75	2.28	I can make decisions at work without referring to upper management.	4
High	.	0.72	2.38	Training &Education Domain	*
High	2	0.69	2.48	The Supreme Council seeks to develop the skills of employees.	1
High	4	0.83	2.48	I take advantage of advanced development courses.	2
High	1	0.83	2.08	The Supreme Council provides continuous and adequate development curricula for performance development.	3
Medium	3	0.76	2.20	The Supreme Council seeks the assistance of experts to prepare me.	4
Medium	.	0.75	2.00	Motivation & Encouragement Domain	*
Medium	4	0.75	1.81	The Supreme Council appreciates my efforts at work.	1
Medium	3	0.76	1.98	The Supreme Council encourages taking responsibility.	2
High	1	0.72	2.35	The salary is commensurate with the efforts I put in at work.	3
Medium	1	0.73	2.00	The Supreme Council encourages me to innovate in my work.	4
High		0.79	2.40	Information & Communication Center Domain	*
High	3	0.81	2.38	The Higher Council for Youth informs me of all that is recent in my work.	1
Medium	4	0.76	2.27	The Supreme Council informs me of modern ways and means of dealing with others.	2
Medium	2	0.76	2.45	The Supreme Council uses modern technologies in communication.	3
High	1	0.76	2.45	The communications used are characterized by efficiency and speed.	4
Medium	.	0.81	2.18	Teamwork Domain	*
Medium	3	0.82	2.20	The Supreme Council encourages me to work within the team spirit.	1
Medium	4	0.82	2.11	The Supreme Council focuses on teamwork.	2
Medium	2	0.82	2.00	There is trust among the employees of the Supreme Council.	3
High	1	0.82	2.34	The Supreme Council provides the element of cooperation between the workers.	4
High		0.77	2.40	Participation in Decision-Making Domain	*
Medium	1	0.65	2.58	I have the qualifications to make the decision.	1
High	3	0.80	2.38	The Higher Council for Youth allows workers to participate in decision-making.	2
High	2	0.68	2.50	I take responsibility for decision-making.	3
High	4	0.78	2.00	The Supreme Council takes care of the decisions I have made.	4
Medium	.	0.77	2.26	The General Mean of the Empowerment Dimensions	*

As shown in Table (2), the general mean for the delegation domain is (2.25) with a standard deviation of (0.79) and a medium degree, while the general mean of the training and education domain is (2.38) with a standard deviation of (0.75) and a high degree. However, the general mean for the teamwork domain is (2.18), with a standard deviation of (0.81) and a medium degree, while the mean of the participation in the decision-making domain is (2.40), with a standard deviation of (0.77) and a standard deviation of (0.77).

As indicated in Table (2), the domain of delegation includes the satisfaction of the study sample to a medium degree; however, the powers are not absolute among the employees working in decision-making. In the domain of training & education, the means recommend that some workers are still not convinced of the

training and education provided by the Supreme Council for Youth and Sports, especially since it does not rely heavily on experts in preparation, development, and training programs. In the domain of encouragement and motivation, as gleaned from the means, the Supreme Council for Youth and Sports does not encourage employees, workers, and technicians to assume responsibility and innovation in a way that allows developing their abilities and skills with their initial satisfaction with their salaries. On the other hand, the study sample believes that the Supreme Council for Youth and Sports does not appreciate their efforts at work and does not properly motivate them in the domain of information and communication.

Concerning the domain of information and communication, as drawn from the means, the study sample emphasizes the significance of the ease of communication and the speed of information circulation between youth centers, and the interest of the Supreme Council for Youth and Sports in providing effective and advanced means of communication and reporting on all developments related to their work tasks. Likewise, in the domain of teamwork teams, there is a focus on team performance rather than individual performance for trust to prevail among members of work groups. In the domain of participation in decision-making, the means show a good level of participation in decision-making, and this may be due to the availability of sufficient information that qualifies workers to make decisions.

Beyond any doubt, the study sample indicates that the human element is the basic element to succeed in any work, as managers and businessmen have recently returned to it. After various management practices such as management by objectives, total quality management, and continuous improvement, managers found no objection to returning to the human element first and foremost. The study sample significantly aspires to shift from censorship and error hunting to trust and obtain a professional delegation at work. The study sample also aims to provide advanced administrative and technical skills and information with the expertise of experts, so that they can see everything new in the work system.

Moreover, the study sample seeks to change the thinking of individual work, adopt teamwork, encourage the exchange of experiences within the meeting table, as well as adopt and discuss tasks and responsibilities in a democratic and civilized manner. In the same context, (Shin .et al ., (2020).) confirms that most workers are more productive if they are empowered to manage, as most institutions have newly stressed the importance of improving the performance of workers and measuring it and the significance of the presence of social workers in the company. Many organizations also believe that systematic thinking helps managers in the decision-making process. Moreover, numerous studies have confirmed that more productivity, morale, commitment, and empowerment encourage creativity and motivation and instill common values to promote a climate conducive to learning and achievement.

Empowering employees is a crucial factor in the success of youth centers, as it fosters a positive work environment and directly impacts the quality of services provided to the young participants. Implementing tools for employee empowerment in youth centers involves several key elements. First and foremost, professional development opportunities, such as workshops and training programs, enable staff to acquire new skills and stay updated on best practices in youth engagement. Providing autonomy and decision-making authority to employees cultivates a sense of ownership and responsibility, allowing them to tailor programs to better meet the unique needs of the youth they serve. Open communication channels, both vertically and horizontally, create a collaborative atmosphere where ideas can be shared and feedback can be received constructively. Recognition programs acknowledging the efforts of the staff contribute to a positive work culture, boosting morale and motivation. Empowered employees are more likely to be innovative and adaptable, ultimately enhancing the overall effectiveness of youth centers in promoting positive youth development. By adopting these empowerment tools, youth centers can create an environment where employees are not just workers but invested contributors to the success of the center and the well-being of the youth they serve.

Second: Findings related to the Second Research Question

What is the level of innovative organizational behavior in some youth centers in the capital, Amman, Jordan?

To answer this question, the means and standard deviations of individual responses to the items related to the dimensions of innovative organizational behavior are calculated. Table (3) illustrates those findings.

Table 3: Means And Standard Deviation of the Responses About the Dimensions of the Innovative Organizational Behavior

Degree	Rank	SD	Mean	Domain	Item
High	....	0.62	2.60	Originality Domain	*
High	4	0.55	2.75	Excellence is a high attribute in my work.	1
High	2	0.51	2.75	I can create new ideas.	2
High	1	0.71	2.29	I feel active and want to act.	3
High	3	0.69	2.50	I can participate in work with rare and novel ideas.	4
High	.	0,64	2.72	Flexibility Domain	*
High	4	0.62	2.57	I can look at a topic from more than one angle.	1
High	1	0.69	2.77	I respect that I am open to others.	2
High	2	0.65	2.80	I respect the opinion and other opinions.	3
High	3	0.58	2.60	I like to see different ways of thinking.	4
High	2	0.63	2.60	Fluency Domain	*
High	4	0.69	2.96	I Use language and style that everyone understands.	1
High	3	0.62	2.43	I can think quickly.	2
High	1	0.59	2.50	I take an interest in analyzing developments at work.	3
High	2	0.61	2.69	I can prioritize work.	4
High	.	0.78	2.55	Prediction of Problems Domain	*
Medium	4	0.68	2.18	I can predict problems.	1
High	2	0.71	2.69	I focus on business problems and work through them quickly.	2
High	3	0.58	2.51	I take an interest in solving other people's problems at work.	3
High	1	0.73	2.60	I seek to know the strengths and weaknesses of my work.	4
Medium.		0.75	2.27	Susceptibility to Change	*
Medium	3	0.75	2.22	The Supreme Council supports innovation in work methods.	1
Medium	4	0.77	2.10	The Supreme Council supports innovation in work methods.	2
Medium	1	0.77	2.40	I experiment with new ideas at work.	3
Medium	2	0.75	2.30	I encourage others to change the way they work for the better.	4
High	.	0.72	2.39	Spirit of Risk	*
High	1	0.69	2.69	I pay attention to all professional practices at work, even if they are common.	1
High	2	0.68	2.60	I take the risks and difficulties of measuring the work.	2
Medium	3	0.81	10.2	I like to work in a team that likes to take risks.	3
Medium	4	0.79	2.5	I love my creative work, even if it is risky.	4
High		0.69	2.38	Communication Capacity Domain	*
Medium	3	0.73	2.68	I have a very effective discussion and feedback.	
Medium	4	0.85	2.13	I view all outgoing and incoming information.	
High	1	0.55	2.75	I improve my relationship with my colleagues to develop skills at work.	
High	2	0.69	2.52	I seek to consolidate my relationship outside my work to benefit from them professionally.	
High	.	0.68	2.49	The General Mean of the Innovative Organizational Behavior Dimensions	

As shown in Table (3), the general mean for the originality domain is (2.60) with a standard deviation of (0.62), while the mean for the flexibility domain is (2.72) with a standard deviation of (0.64). The mean of the fluency domain is (2.60) with a standard deviation of (0.78), while the mean of the susceptibility to change domain is (2.27) with a standard deviation of (0.75). However, the mean of the domain of the

spirit of risk is (0.39) with a standard deviation of (0.72). Likewise, the mean of the communication capacity domain is (2.38) with a standard deviation of (0.69). As shown in Table (3), the study sample shows that there is a good understanding and awareness of the concepts of originality, flexibility, fluency, prediction of problems, susceptibility to change, and the spirit of risk, which together constitute innovative organizational behavior. This explains that innovative organizational behavior expresses the ideas and practices presented by managers and workers and that it is based on positive behavior to achieve production distinguished by seriousness, appropriateness, and the possibility of development. Furthermore, the innovative organizational behavior of some individual and collective actions creates and implements new and useful things at any organizational level (Bantha, & Nayak (2021).

Importantly, all production or service institutions can be pioneers in their domain of work and specialization if the elements of innovative organizational behavior are available in terms of originality (creating new ideas), flexibility (using different methods and multiple modes of thinking), fluency (freedom in adopting decisions and ideas), and spirit of risk (The risk, the audacity and the courage to adopt new ideas and take responsibility for the results), resistance to change (the institution must keep up with everything new, as its motto is (new and changing), and the communication capacity (the relationships are positive and the communication paths are easy and realistic).

Innovative organizational behavior is of paramount importance in youth centers, as it catalyzes positive change, fosters adaptability, and ensures the sustained impact of programs on the young individuals they serve. Embracing innovation in organizational behavior allows youth centers to stay responsive to evolving needs and challenges. By encouraging a culture of creativity and continuous improvement, staff members are empowered to develop novel approaches to engage and support youth. This adaptability is crucial in the dynamic landscape of youth development, where societal trends and challenges are constantly evolving. Furthermore, innovative organizational behavior promotes efficiency and effectiveness by streamlining processes, optimizing resource allocation, and incorporating technology to enhance program delivery. Research suggests that youth centers that prioritize innovation experience increased participant satisfaction, improved outcomes, and a greater sense of community engagement. Ultimately, in the fast-paced and ever-changing landscape of youth services, fostering an innovative organizational behavior ensures that youth centers remain not only relevant but also at the forefront of promoting positive development and resilience among the young people they serve.

Conclusion

In a nutshell, this study aims at identifying the role of managerial empowerment in the development of innovative organizational behavior of managers serving in youth centers in Amman, Jordan. Two salient features were found in this study: one feature is that the managerial empowerment of employees in youth centers is of a medium strength factor. The other salient feature that was found to be of high strength impact is empowering managers with innovative tools like trust and cooperation. The study recommends promoting the concept of trust and cooperation among employees in youth centers and promoting the implementation of innovative organizational behavior by providing an appropriate atmosphere and conditions.

Recommendations

Given the previous results and discussion, and based on the current way youth centers are managed, and in order to have a high impact on attracting young people to these centers and provide them with the skills they need, this study recommends promoting the concept of modern and innovative tools like trust and cooperation among employees in youth centers and promoting the implementation of innovative organizational behavior by providing an appropriate training and professional development programs to equip employees with the necessary skills needed to talk a common language with young people. .

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