

## ***Administrative empowerment and its relation with The Quality of Work Life of the employees at the CPA BANK LAGHOUAT-ALGERIA***

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### ***Abstract:***

*The purpose of this study is to examine the influence of administrative empowerment (Teamwork-Motivation- Training -communication -Delegation of Authority) on the Quality of Work Life (QWL) of employees at CPA BANK LAGHOUAT. The analysis is based on the data collected through a questionnaire survey administered to a sample of CPA BANK employees. The researchers hypothesized that there is a positive and significant impact of administrative empowerment (Teamwork- Motivation- Training - communication -Delegation of Authority) on the QWL of employees at CPA BANK.*

*Furthermore, the findings suggest that there are no significant variations in the impact of administrative empowerment (Teamwork- Motivation- Training communication -Delegation of Authority) on the QWL of employees at CPA BANK based on personal characteristics such as gender, age, qualification, years of experience, and position. Upon analyzing the data using the Statistical Package of Social Sciences (SPSS), we discovered a substantial influence of administrative empowerment on QWL. These results align with the theoretical framework of the study.*

***Key Words:*** empowerment, teamwork, CPA Bank, Administrative, QWL.

***JEL Classification:*** M1 +D73

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### **1. Introduction:**

The business management landscape has been significantly impacted by the economic environment, leading to a greater emphasis on the role of employees within institutions. As a result, the concept of empowerment has emerged, which involves granting front-line employees the authority to make decisions that were traditionally reserved for managers. The key to successful empowerment lies in fostering relationships that are mutual, autonomous, trusting, and authentic. While numerous studies have highlighted the positive benefits of administrative empowerment, the consequences on the Quality of Work Life (QWL) have often been overlooked.

Empowerment is considered to be an administrative technique that encourages organizations to prioritize the well-being of their employees by granting them power, autonomy, and responsibility. When employees engage in activities such as assisting others in completing tasks, cooperating with supervisors, or suggesting improvements to organizational processes, they are actively participating in contextual performance.

In recent years, there has been an increasing focus on QWL, with both employers and employees recognizing its significance. The concept of QWL is not new and has been the subject of extensive reflection and debate, particularly regarding the role of employees in the workplace. This discussion gained momentum, especially in the United States, following Maslow's research on the motivating factors of employees at work and criticisms of traditional work practices like Taylorism. The term QWL was first introduced at a conference in New York in 1972, leading to multiple

definitions of the concept. Over time, there has been a growing collective interest in promoting the health and well-being of individuals in the workplace, further elevating the importance of QWL.

### **2. Methodology:**

**2.1 Research Problem:** On the basis of various studies that confirmed the importance of the administrative empowerment and its positive impact on the The Quality of Work Life of the employees. Researchers wanted to identify the impact of the administrative empowerment (Teamwork- Motivation- Training communication -Delegation of Authority) on The Quality Of Work Life of employees at CPA BANK LAGHOUAT-ALGERIA-

The problem of the research could therefore be expressed in the following key questions: "What is the impact of the administrative empowerment (Teamwork- Motivation- Training communication -Delegation of Authority) on The Quality of Work Life of the employees at the CPA BANK LAGHOUAT-ALGERIA?" The main question results in the following sub-questions:

- What is the reality of administrative empowerment at the CPA BANK LAGHOUAT-ALGERIA?
- What is the reality of The Quality of Work Life of the employees at, CPA BANK LAGHOUAT-ALGERIA?
- What is the reality of the relationship between the administrative empowerment and The Quality of Work Life of the employees at the CPA BANK LAGHOUAT-ALGERIA??

## **2.2 Research Hypotheses:**

- Main Hypothesis 1: H1: There is a significant impact of the administrative empowerment (Teamwork- Motivation- Training communication -Delegation of Authority) on QWL of the employees at CPA BANK LAGHOUAT-ALGERIA. due to the demographics (gender, age, qualification, years of experience and position).

- Subsidiary hypothesis 1: H1.1: There is a positive significant impact for the team works on QWL of the employees at the CPA BANK LAGHOUAT-ALGERIA.

- Subsidiary hypothesis

2: H1.2: There is a positive significant impact for Motivation on QWL of the employees CPA BANK LAGHOUAT-ALGERIA.

- Subsidiary hypothesis

3: H1.3: There is a positive significant impact for training on QWL of the employees at CPA BANK LAGHOUAT-ALGERIA.

- Subsidiary hypothesis

4: H1.4: There is a positive significant impact for communication on QWL of the employees at CPA BANK LAGHOUAT-ALGERIA.

- Main Hypothesis 2: H0: There is not a significant impact of the administrative empowerment (Teamwork- Motivation- Training communication -Delegation of Authority) on QWL of the employees at CPA BANK LAGHOUAT-ALGERIA. due to the demographics (gender, age,

qualification, years of experience and position).

**2.3 Importance of the research:** This study addresses on of the important topics in the field of business administration which is the administrative empowerment that can have a significant impact on the The Quality Of Work Life of the employees. It provides a theoretical and guiding framework for officials that can be used when making decisions regarding adopting policies and procedures that strengthen the positive effects of administrative empowerment on QWL.

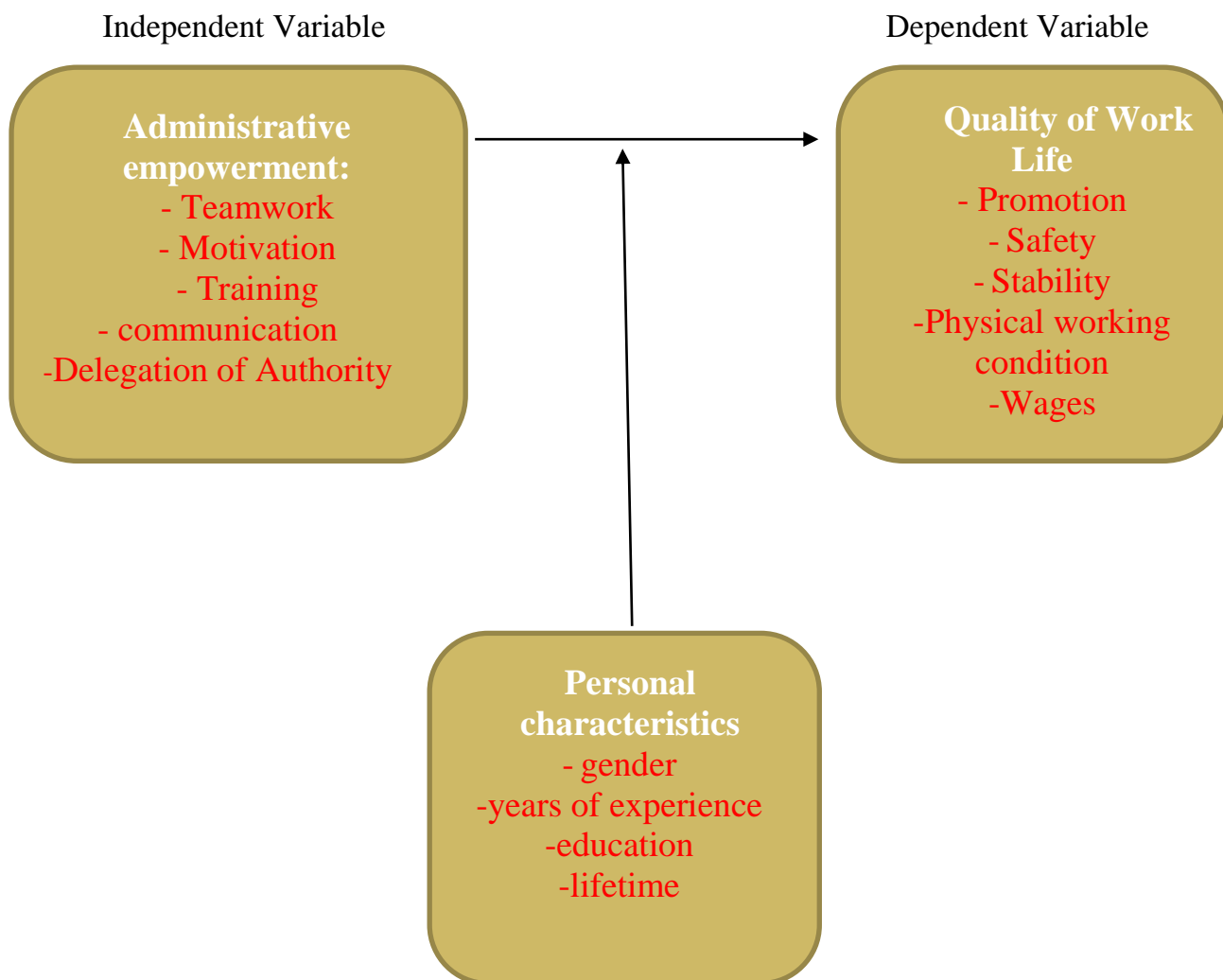
**2.4 Aims of the Study:** this study seeks to achieve the following goals:

- Explaining the relationship between workers empowering dimension and QWL.

- Identify the impact of administrative empowerment (Teamwork, Motivation, Training, communication, Delegation of Authority) on The Quality of Work Life of the employees at CPA BANK LAGHOUAT-ALGERIA.

- Identify the differences relating to the impact of administrative empowerment (Teamwork- Motivation- Training communication -Delegation of Authority) on QWL of the employees at the CPA BANK LAGHOUAT-ALGERIA. due to the demographics (gender, age, qualification, years of experience and position).

## 2.5 Research Framework:



CPA BANK-LAGHOUE-ALGERIA-

### 2.6 The limits of the study:

The boundaries of this study can be divided into Three limits as follows:

1. Human limitations: Administrative staff at the CPA BANK LAGHOUE-ALGERIA.
2. Spatial boundaries: CPA BANK LAGHOUE-ALGERIA.
3. Time limits: study preparation period during November 2023.

### 2.7 Previous Studies:

Study N°01: Does Empowerment Effects the Quality of Work Life?

skills during their work at school affect their perceptions of the quality of work life.

A study conducted by (Tanriogen, 2022), aimed at exploring Teacher Empowerment and determine the degree of its implementation on QWL, the findings showed that professional development, which is a sub-dimension of teacher empowerment, affects the quality of work life. In a broader sense, teachers' perceptions that the school provides opportunities for their teachers to develop professionally, continue learning, and improve their educational

Study N°02: Quality of work life: Theoretical concepts and evaluation Case study of employees of Jijel University.

This study aimed to identify the factors related to university QWL with job satisfaction. by changing and manipulating QWL factors, and thus move toward the development of the organization. The main aim of this research is specifying the condition of QWL among the employee's male and female.

The results show that employees in the in this university have unfavorable QWL, the second aim of this study is to examine the difference between the level of QWL among male and female employees.

Results show that there is no significant difference between the levels of QWL. Of the all factors of QWL. From communication and social relation point of view, the employee's male and female possess a higher position. In summary, the results of the present research show that:

A) The male and female employees of Jijel University are on an unfavorable level of QWL.

B) There is no significant difference in QWL among the male and female employees. (Nadji BENHASSINE & Djanet BOUKHEMKHEM)

#### Study N°03: QUALITY OF WORK LIFE AND JOB INVOLVEMENT: THE ROLE OF EMPOWERMENT

The aim of this study was to examine the direct relationship between quality of work life and Job Involvement, as well as the indirect relationship between quality of work life and job involvement through empowerment. The findings of the present study have provided direct support for the research hypotheses. The analysis of the data showed a significantly positive relationship between the quality of work life and job involvement. Moreover, the

empowerment has a mediation impact on the relationship between quality of work life and job involvement. The findings of the present study demonstrated that the levels of the quality of work life and job involvement were average. (Sanad A. Alajmi & Jarrah F. Al mansour, 2019)

#### Study N°04: Employee Empowerment as a Mechanism of Improved Quality of Work life: An Empirical Study

The aim of this study was to examine the relationship between quality of work life and Employee Empowerment, the findings of the study have provided direct support for the research hypotheses. the following valuable findings are established with respect to employee empowerment and involvement, and employee suggestion system as practiced by the organization. 1- The democratic committees of TTPS are working effectively and the employees are getting enough scope and freedom to give their opinion in those committees and the management has always given due weightage to the constructive suggestions. 2- Most of the problems and issues have been resolved amicably through joint participative approach. 3- Quality circles are functioning effectively and members are jointly solving their work-related issues. 4- After restructuring, the organization has introduced employee suggestion scheme so as to exploit the creativity of the employees. 5- The employees are encouraged through due recognition and rewards for their creative and innovative suggestions. (Bijaya Kumar Sundaray & Santosh Kumar Tripathy, 2011)

### **3. Literature Review:**

#### **3.1 Administrative Empowerment:**

It is very clear that, the concept of empowerment is of crucial importance to understand different mechanisms of redistribution of power and authority, there are different opinions about the definition of empowerment. On one hand, it is mostly agreed that empowerment is centered on giving employees greater authority and freedom in the specific job that the employee performs according to the description for that job. On the other hand, the human element is one of the fundamentals of the organization. Therefore, any organization seeks to advance for the better and achieving goals, it must preserve this important element and give it part of the delegation of powers and decision-making without directing the administration to it. The purpose of empowering the employee is to provide conditions to allow all employees to contribute the maximum Their energy in continuous improvement efforts and this means more than just empowerment, and perhaps this is what some have argued that empowerment it has the decisive role in the success or failure of the organization whose quality is sought (Badir, Ramez, , Faris, Muhammad , & Afana, Hassan, 2015).

Administrative empowerment is defined as sharing the degrees of strength with the lower levels and giving the employees responsibilities and powers to take decisions related to all aspects of product development and therefore it is an introduction to transferring information based power or issuance of decisions from higher administrative levels to the lower levels after ensuring that they possess all the essential capabilities in order to maximize the value to the stakeholders (Indranil, 2018)

Multiple studies have confirmed that the most important dimensions of administrative empowerment are represented in teamwork independence, training and participation. Hence, these more frequent dimensions were used to be examined in the current research model (Al Douri, 2018).

### ***Leadership Strategy: Delegation and Empowerment:***

Delegation and empowerment are both very valuable management tools and practices. While both are utilized for managing an organization, they do it slightly differently. Each method can be useful in the right circumstances, but success ultimately rests on the manager's and company's philosophies and approaches. The primary distinction between empowerment and delegation is that the former develops leaders while the latter develops followers. In tense situations like the ones described above, a decisive leader must act.

Additionally, empowerment is more helpful and productive in the long run, even though it may appear time demanding. When team members feel like they have a say in how things get done, they are more invested in the outcomes and are more likely to go above and beyond to get the job done. All in all, all control and accountability are kept by the leader in both ways. Increased usage of empowerment as a motivational tactic in the workplace is another trend.

(<https://www.linkedin.com/pulse/leadership-strategy-delegation-empowerment-ripple-vas>, 2023)

**3.2. Quality of work-life:** The work-life quality (QWL) refers to the overall standard of an employee's work-life within an organization. QWL not only contributes to the happiness of employees but also leads

to improved business outcomes. When work-life quality is consistent, productivity is likely to rise, along with employee retention rates. Ultimately, QWL aims to benefit both employees, their families, and the organization as a whole. (<https://blog.vantagecircle.com/quality-of-work-life-qwl/>, 2023)

The ANACT, which is the national agency for the improvement of working conditions, provides various definitions of the concept of Quality of Life at Work (QWL). According to their first definition, QWL primarily revolves around the nature of work itself, the working conditions, and the extent to which they enable individuals to perform well in a positive environment within the organizational framework. In their second definition, QWL encompasses the actions that aim to enhance both the working conditions for employees and the overall performance of companies, particularly during times of organizational transformation. Lastly, QWL can be understood as a collective and individual perception of well-being at work, encompassing factors such as the work atmosphere, company culture, job satisfaction, working conditions, sense of involvement, level of autonomy and responsibility, equality, the freedom to make mistakes, and recognition and appreciation for one's work. (<https://www.squadeasy.com/en/guide/quality-of-life-at-work/>, 2023)

### ***Techniques for Improving Quality of Work Life:***

The quality of work life movement is of recent origin and has a long way to go. Individual as well as organized efforts are required to improve the quality of work life

for millions of workers in the country. Some of the techniques used to improve the QWL are as given below:

**1. Flexible Work Schedules:** There should be flexibility in the work schedules of the employees. Alternative work schedules for the employees can be flexi time, staggered hours, compressed work week etc. Flexi time is a system of flexible working hours, staggered hours schedule means that different groups of employees begin and end work a different interval. Compressed work week involves longer hours of work per day for fewer days per week.

**2. Job Redesign:** Job redesigning or job enrichment improves the quality of the jobs. It attempts to provide a person with exciting, interesting, stimulating and challenging work. It helps to satisfy the higher-level needs of the employees.

**3. Opportunity for Development:** Career development is very important for ambitious and achievement-oriented employees. If the employees are provided with opportunities for their advancement and growth, they will be highly motivated and their commitment to the organization will increase.

**4. Autonomous Work Groups:** Autonomous work groups are also called self-managed work teams. In such groups the employees are given freedom of decision making. They are themselves responsible for planning, organizing and controlling the activities of their groups. The groups are also responsible for their success or failures.

**5. Employee's Participation in Management:** People in the organization should be allowed to participate in the management decisions affecting their lives.

Quality circles, Management by objectives, suggestion system and other forms of employee’s participation in management help to improve the Quality of Work Life.

**6. Job Security:** Employees want stability of employment. Adequate job security provided to the employees will improve the Quality of Work Life to a large extent.

**7. Equitable Justice:** The principle of equitable administrative justice should be applied in disciplinary actions, grievance procedures, promotions, transfers, work assignments etc. Partiality and biasness at

**4.1 Data collection:**

A five-point Likert scale was used to collect questionnaire survey as follows:

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly agree

**5. Research Findings and results:**

**5.1 Reliability:**

any stage can discourage the workers and affect the Quality of Work Life. (<https://www.mbaknol.com/human-resource-management/quality-of-work-life-qwl/>, 2023)

**4. Population and sample of the research:**

The researchers selected a simple random sample (n= 35) of employees at the CPA BANK LAGHOUAT-ALGERIA. out of a population (35) employee. The sample provided information through filling survey questionnaires which is considered the core of data for this research.

The data were analyzed using SPSS and statistical results of Cronbach Alpha are as follows:

**Table 1. Cronbach’s Alpha**

Reliability	
Dimensions	Cronbach’s Alpha
Administrative empowerment variable:	
Teamwork	0.794
Motivation	0.924
Training	0.681
Communication	0.472
Delegation of Authority	0.665
Total	0.707
The Quality of Work Life	0.931
Total	0.819

Source: Prepared by researchers based on the outputs of SPSS.27

Table (1) indicates that the Cronbach’s Alpha is 0.819. This result indicates a high level of internal consistency for the research questionnaire.

**Table 2. Description of the study sample by personal variables**

Variables	Categories	Iteration	Percentage (%)
Gender	male	18	51.4
	female	17	48.6
	Total	35	100



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Age	20-30	2	5.7
	31-40	20	57.1
	41-50	8	22.9
	50 years and above	5	14.3
	Total	35	100
Education	High School	3	8,6
	Bachelor	2	5,7
	license	8	22,9
	Master	20	57,1
	doctorate	2	5,7
	Total	35	100,0
Years of experience	5 – 10 years	18	51,4
	11 – 15 years	8	22,9
	16 – 20 years	2	5,7
	20 years and above	7	20,0
	Total	35	100,0
Position	Deputy Director	1	2,9
	Director of department	12	34,3
	Director of bureau	1	2,9
	In charge of studies 1	10	28,6
	In charge of studies 2	11	31,4
	Total	35	100,0

Source: Prepared by researchers based on the outputs of SPSS.27

It is clear from the analysis of research sample by gender (table 3) that the percentage of females is almost the same that of males. It can be seen from (table 3) that the CPA BANK depends in its structure on youth category. Table (3) indicates that the CPA BANK relies on

holders of university and post graduate qualification and reveals that most of the CPA BANK's employees range in experience between 05 – 10 years. Table (3) shows that the majority of the sample members were employees.

**5.2 Analysis of answers to the questionnaire variable:**

**Table 3. Analysis of the research sample answers to the questionnaire variable administrative empowerment, Delegation of authority.**

N°	Statement	Mean	Standard Deviation	Mean Interpretation
01	The powers delegated to me are sufficient to accomplish my job duties.	2,54	0,886	Disagree
02	I have the ability to influence the nature of decisions in my tasks	2,60	0,914	Neutral

03	I make decisions regarding the performance of my duties independently	2,97	0,857	Neutral
04	The administration gives me the appropriate flexibility to act in performing my duties	2,37	0,843	Disagree
05	The administration has confidence in my ability to perform the tasks assigned to me	2,06	0,684	Disagree
Total		2.51	0.837	Disagree

Source: Prepared by researchers based on the outputs of SPSS.27

The data displayed in table (03) indicates that the overall mean of the variable (Administrative empowerment, Delegation of authority) achieved a value of (2.51).

This suggests that the participants in the research sample held Negative opinions regarding this aspect.

**Table 4. Analysis of the research sample answers to the questionnaire variable (Administrative empowerment, Training)**

N°	Statement	Mean	Standard Deviation	Mean Interpretation
01	The bank's management adopts a solid plan to train its employees according to needs	1,97	0,891	Disagree
02	Bank management provides training courses on an ongoing basis	2,00	0,767	Disagree
03	The bank's management encourages the exchange of experiences with other banks	3,26	0,817	Neutral
04	The bank's management seeks to constantly improve the performance of its employees	2,05	0,539	Disagree
05	Bank management provides the opportunity to learn and acquire new skills.	2,14	0,601	Disagree
Total		2,28	0.723	Disagree

Source: Prepared by researchers based on the outputs of SPSS.27

Results displayed in table (4) show that the general average of the variable (Administrative empowerment, Training)

reached (2,28), which shows that the opinions of the research sample were Negative of this dimension.

**Table 05. Analysis of the research sample answers to the questionnaire variable (Administrative empowerment, Motivation)**

N°	Statement	Mean	Standard Deviation	Mean Interpretation
01	The bank's management appreciates the efforts made by employees.	2,86	0,944	Neutral
02	The bank's work system allows me to	2,89	1,231	Disagree

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	participate in decision-making			
03	With the efforts I make at work the salary I receive is proportional	3,03	1,200	Neutral
04	The promotion system is based on fairness and objectivity	3,31	0,993	Neutral
05	The efficiency of employees is considered a basic criterion in the promotion system	3,14	0,944	Neutral
Total		3,05	1,06	Neutral

Source: Prepared by researchers based on the outputs of SPSS.27

Results presented in table (05) show that the general average of the variable (Administrative empowerment, Motivation) reached (3.05), which shows that the opinions of the research sample were Moderate relating to this dimension.

**Table 06. Analysis of the research sample answers to the questionnaire variable (Administrative empowerment, Communication)**

N°	Statement	Mean	Standard Deviation	Mean Interpretation
01	Trust prevails among the bank's work groups	1,71	0,750	Disagree
02	The bank's management supports the formation of work teams to perform tasks	2,94	1,305	Disagree
03	The bank's management focuses on collective performance rather than individual performance	2,09	0,562	Disagree
04	An atmosphere of cooperation prevails among the work groups in the bank	1,97	0,857	Disagree
05	The work teams accomplish the tasks assigned to them with high ability	2,40	0,695	Disagree
TOTAL		2.22	0.83	Disagree

Source: Prepared by researchers based on the outputs of SPSS.27

Results presented in table (06) show that the general average of the variable (Administrative empowerment, Communication) reached (2.22), which shows that the opinions of the research sample were Negative relating to this dimension.

**Table 07. Analysis of the research sample answers to the questionnaire variable (Administrative empowerment, Work teams)**

N°	Statement	Mean	Standard Deviation	Mean Interpretation
01	The bank's management appreciates the efforts made by employees.	2,37	0,843	Neutral
02	The bank's work system allows me to	1,97	0,568	Disagree

	participate in decision-making			
03	With the efforts I make at work the salary I receive is proportional	2,06	1,027	Strongly Disagree
04	The promotion system is based on fairness and objectivity	2,09	0,853	Disagree
05	The efficiency of employees is considered a basic criterion in the promotion system	2,00	0,642	Disagree
TOTAL		2.10	0.787	Disagree

Source: Prepared by researchers based on the outputs of SPSS.27

Results presented in table (07) show that the general average of the variable (Administrative empowerment, Work teams) reached (2.10), which shows that the opinions of the research sample were Negative relating to this dimension.

**Table 08. Analysis of the research sample answers to the questionnaire variable (QWL, Promotion and career advancement)**

N°	Statement	Mean	Standard Deviation	Mean Interpretation
01	The bank has a clear and appropriate system for promotions that is fair	3,03	0,822	Neutral
02	The bank provides clear administrative foundations and standards for promotion and career advancement systems	2,49	0,919	Disagree
03	You have future opportunities to advance to higher positions	2,29	0,667	Disagree
04	Senior management focuses on implementing training programs that qualify the employee to advance in his career path	2,06	0,725	Disagree
05	Job promotions are granted fairly and equitably among all employees	3,43	0,917	Disagree
Total		2.66	0.81	Disagree

Source: Prepared by researchers based on the outputs of SPSS.27

Results presented in table (08) show that the general average of the variable (QWL, Promotion and career advancement) reached (2.66), which shows that the opinions of the research sample were Negative relating to this dimension.

**Table 09. Analysis of the research sample answers to the questionnaire variable (QWL, Job security and stability)**

N°	Statement	Mean	Standard Deviation	Mean Interpretation
01	Administration possesses the necessary material and moral capabilities to provide a	2,54	1,146	Disagree

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	suitable work environment for the employee			
02	You do not want to look for alternative job opportunities because of your feelings by staying consistent in your position	3,14	0,944	Neutral
03	You feel reassured and do not suffer from the fear of dispensing with your services in the future	2,57	0,778	Disagree
04	You work in a work climate characterized by mutual trust and safety between all parties. You want to stay in	2,89	0,900	Neutral
05	You want to stay at the bank because you feel safe in your work.	2,83	0,985	Neutral
	total	2,79	0,951	Neutral

Source: Prepared by researchers based on the outputs of SPSS.27

Results presented in table (09) show that the general average of the variable (QWL, Job security and stability) reached (2.79), which shows that the opinions of the research sample were Moderate relating to this dimension.

**Table 10. Analysis of the research sample answers to the questionnaire variable (QWL, Occupational safety and health)**

N°	Statement	Mean	Standard Deviation	Mean Interpretation
01	The bank's management pays attention to the safety and security of employees	2,43	1,065	Disagree
02	The bank's work system allows for a safe and healthy work environment	2,57	0,815	Disagree
03	The bank prepares training programs on occupational security and health for employees	2,77	1,087	Disagree
04	The management periodically monitors the health of workers	2,00	0,542	Disagree
05	Management requires employees to protect themselves while working	2,26	1,010	Disagree
	TOTAL	2.41	0.904	Disagree

Source: Prepared by researchers based on the outputs of SPSS.27

Results presented in table (10) show that the general average of the variable (QWL, Occupational safety and health) reached (2.41), which shows that the opinions of the research sample were Negative relating to this dimension

**Table 11. Analysis of the research sample answers to the questionnaire variable (QWL, Physical working conditions)**

N°	Statement	Mean	Standard Deviation	Mean Interpretation
01	The administration provides a healthy, comfortable and suitable environment for work in terms of (furniture, lighting, ventilation, cleanliness)	3,29	1,363	Disagree
02	All means of work Management is provided to you	2,89	1,388	Disagree
03	Your workplace is calm and comfortable	3,03	1,200	Neutral
04	The administration provides healthy and safe working methods	3,03	1,272	Disagree
05	The management is keen on ensuring that workers follow occupational prevention and safety measures while working	3,03	1,098	Neutral
	<b>TOTAL</b>	<b>3.05</b>	<b>1.264</b>	<b>Disagree</b>

Source: Prepared by researchers based on the outputs of SPSS.27

Results presented in table (11) show that the general average of the variable (QWL, Physical working conditions) reached (3.05), which shows that the opinions of the research sample were Negative relating to this dimension.

**Table 12. Analysis of the research sample answers to the questionnaire variable (QWL, Wages and incentives)**

N°	Statement	Mean	Standard Deviation	Mean Interpretation
01	The salary is commensurate with the tasks assigned to you	3,23	1,140	Neutral
02	Bonuses are given at the bank according to your performance at work	2,83	1,339	Disagree
03	The wage is commensurate with your experience and academic qualifications	2,97	1,150	Disagree
04	The wage is considered appropriate when compared to your colleagues working in the same field in other institutions	3,09	1,337	Neutral
05	Administration provides rewards and gifts on special occasions.	3,14	1,396	Disagree
	<b>TOTAL</b>	<b>3.05</b>	<b>1.272</b>	<b>Disagree</b>

Source: Prepared by researchers based on the outputs of SPSS.27

The data displayed in table (12) indicates that the overall mean of the variable (QWL, Wages and incentives) achieved a value of (3.05). This suggests that the participants in the research sample held Negative opinions regarding this aspect.

**5.3. Testing research hypotheses:**

To make sure that the main hypothesis (1) is correct “There is a positive significant

impact of the administrative empowerment (Teamwork- Motivation- Training- communication -Delegation of Authority) on QWL of the employees at CPA BANK LAGHOUAT-ALGERIA.”, simple linear regression analysis is used (refer to table 13) where the results show the following:

**Table 13. Linear regression analysis**

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59,408	5	11,882	7,562	,000 <sup>b</sup>
	Residual	45,564	29	1,571		
	Total	104,971	34			

a. Dependent Variable: Quality of Work Life

b. Predictors: (Constant), Work teams, Delegation of authority, Communication, Motivation, Training

Source: Prepared by researchers based on the outputs of SPSS.27

Based on the findings presented in table (13) the primary hypothesis (H1) has been accepted. Furthermore, the results of the secondary hypothesis (H0), which states that There is not a significant impact of the administrative empowerment (Teamwork- Motivation- Training communication - Delegation of Authority) on QWL of the employees at CPA BANK LAGHOUAT-ALGERIA.

showed that there are no statistically significant differences at the level of (0.05) due to the demographics (gender, age, qualification, years of experience and position).

**6. Conclusions:**

This research allows us to validate the notion that the management of human resources directly affects a BANK's performance, the discussion surrounding

Quality of Work Life (QWL) and administrative empowerment reveals that both concepts are crucial for the success of a Bank. The study conducted at CPA BANK LAGHOUAT-ALGERIA demonstrates a significant correlation between administrative empowerment and the employees' QWL. The results indicate that implementing well-designed training programs for administrative staff greatly enhances their problem-solving efficiency.

Additionally, the study highlights the importance of clear instructions and procedures in boosting the effectiveness of administrative staff during crises. Furthermore, the findings emphasize the positive impact of recognizing and appreciating the efforts of the administrative staff in mitigating potential issues. Delegating sufficient authority to the

executive team is also shown to have a substantial effect on improving QWL. Lastly, the study reveals that aligning salary proportionally with work efforts significantly enhances the relationship between the Bank and its staff.

### **7. Study Recommendations:**

In light of the formulated conclusions, the following recommendations have been proposed:

1. It is recommended to leverage the experience of other institutions in administrative empowerment operations, particularly foreign institutions with prior experience in enhancing administrative effectiveness.
2. The utilization of the latest strategies in team building is necessary to form teams with diverse intelligence, competencies, and skills that contribute to generating innovative solutions for the bank's challenges.
3. Providing employees with training courses on enhancing decision-making independence is important.
4. Encouraging employees to effectively utilize their authority to make real-time decisions without constantly seeking approval from higher authorities is necessary.
5. More attention should be given to research that contributes to employee development.
6. The focus should be on transforming the organization into an educational institution through training and knowledge transfer.
7. Effective utilization of training within the CPA Bank should be prioritized, allowing employees to receive training while remaining in their office, thus saving time and effort.

8. The importance of employing training strategies and techniques to provide employees with diverse knowledge and new skills should be emphasized.

9. The adoption of the empowerment concept, along with organizational development, is deemed necessary for banks.

10. It is essential to identify the dimensions of empowerment required by the banks.

11. Implementing an information sharing system related to work will empower employees to make appropriate decisions without consulting higher authorities.

12. Building incentive and fair programs among the bank's employees is crucial.

13. Employee empowerment should be embraced to enable quick and creative problem-solving.

14. The Bank should prioritize the employee empowerment process as a significant aspect.

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