The Role of Structural Empowerment in Enhancing the Organizational Commitment in the Telecommunications Sector
- Case of the Etisalat Algeria Foundation in the State of Ghardaia -

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Abstract:
This study aims to reveal the relationship between administrative empowerment in its dimensions (delegation of authority, effective communication, training and motivation) and the organizational commitment of Algiers Telecommunications Foundation staff in Gordia. Researchers in this study relied on the descriptive curriculum, using identification as a tool for data collection. The study community is one of the administrative and technical staff of the Algiers Telecommunications Foundation in the state of Ghardaia, where the study questionnaire was distributed to 40 employees, and the sample of the study included 31 employees. The study showed several findings, including a high level of management empowerment practice as well as a high degree of exercise of staff members' organizational obligation. The study also showed a significant impact of management empowerment on organizational commitment.
Keywords: administrative empowerment, delegation of authority, effective communication, training and motivation, organizational commitment.
JEL ratings: M54, M12, M1

ملخص:

تهدف هذه الدراسة إلى الكشف عن العلاقة بين التمكين الإداري بأبعاده (تفويض السلطة، الاتصال الفعال، التدريب والتحفيز) والالتزام التنظيمي لدى موظفي مؤسسة اتصالات الجزائر بغرداية. اعتمد الباحثين في هذه الدراسة على المنهج الوصفي، واستخدام الاستبانة كأداة لجمع البيانات. حيث تكون مجتمع الدراسة من الموظفين الإداريين والتقنيين لمؤسسة اتصالات الجزائر بولاية غرداية، حيث تم توزيع استبانة الدراسة على (40) موظفًا، وشملت عينة الدراسة (31) موظفًا. وأظهرت الدراسة العديد من النتائج، منها وجود ممارسة لأبعاد التمكين الإداري بدرجة عالية وكذلك وجود درجة ممارسة مرتفعة للالتزام التنظيمي لدى الموظفين. كما أظهرت الدراسة أيضا وجود تأثير كبير للتمكين الإداري على الالتزام التنظيمي.

كلمات مفتاحية: تمكين إداري، تفويض سلطة، اتصال فعال، تدريب وتحفيز، التزام تنظيمي.

تصنيفات JEL : M54، M12، M1

1. INTRODUCTION

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The competitive enterprise environment has absolutely elevated the velocity and charge at which corporations ought to innovate to preserve their survival and decorate their competitive position. An organization's ability to continue and achieve excellence lies in its ability to strengthen and develop its competitive position and utilize the talents of its employees.

Researchers recommend administrative executives to focus on fostering an environment within their organisation that fosters creativity and innovation in the workplace in order to foster organisational commitment among their staff, which can be achieved through respectful and appreciative relationships between employees, and by providing the material conditions that help employees work efficiently, thus increasing their level of organizational commitment. Others have pointed out the necessity of paying attention to factors that attract and retain employees to increase their commitment to the organization. They also emphasized the need to focus on the aspect of organizational commitment in organizations, adopting an employee empowerment strategy as an approach to increase organizational commitment by employing teamwork to accomplish tasks and enhancing organizational commitment through seminars and workshops focused on promoting positive practices among employees to serve the organization's goals.

Research Problem

The research problem revolves around the relationship between administrative empowerment and organizational commitment among employees of the Algeria Telecom Corporation branch in Ghardaia. The main research question is: **How does administrative empowerment contribute to Organizational Commitment among employees of the Algeria Telecom Corporation branch in Ghardaia?**

Three sub-questions are derived from the main question formulated as follows:
1. To what extent do employees at the Algeria Telecom Corporation branch in Ghardaia perceive administrative empowerment, with its skill and administrative dimensions (delegation of authority, effective communication, and training and motivation)?
2. To what extent are the dimensions of organizational commitment (emotional commitment, normative commitment, and continuous commitment) present among employees at the Algeria Telecom Corporation branch in Ghardaia?
3. What is the nature of the relationship between the skill-based and administrative dimensions of administrative empowerment and the dimensions of organizational commitment from the perspective of employees at the Algeria Telecom Corporation branch in Ghardaia?

Research Objectives

The primary objective is to investigate the relationship between administrative empowerment and organizational commitment among employees at the Algeria Telecom Corporation branch in Ghardaia. In addition to this primary objective, there are several sub-

objectives which are as follows:

1. Determine the level of administrative empowerment at the Algeria Telecom Corporation branch in Ghardaia.
2. Determine the level of organizational commitment among employees at the Algeria Telecom Corporation branch in Ghardaia.
3. Determine the impact of administrative empowerment on organizational commitment among employees at the Algeria Telecom Corporation branch in Ghardaia.

Research Hypotheses

Based on the main question, the research aims to test the following hypotheses:

First main hypothesis: There is a statistically significant relationship between administrative empowerment and organizational commitment at the overall level among employees of the Algeria Telecom Corporation branch in Ghardaia. This hypothesis branches into the following sub-hypotheses:

1. First sub-hypothesis: There is a statistically significant relationship between delegation of authority and organizational commitment at the overall level among employees of the Algeria Telecom Corporation branch in Ghardaia.
2. Second sub-hypothesis: There is a statistically significant relationship between effective communication and organizational commitment at the overall level among employees of the Algeria Telecom Corporation branch in Ghardaia.
3. Third sub-hypothesis: There is a statistically significant relationship between training motivation and organizational commitment at the overall level among employees of the Algeria Telecom Corporation branch in Ghardaia.

Study Model

Based on previous studies, the following conceptual framework has been proposed to guide the study, as illustrated in Figure (01).

Fig (1): Study Model
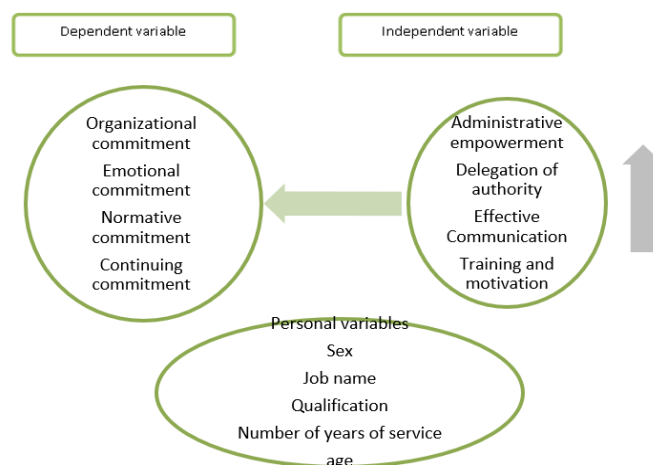
Source: Prepared by the researchers based on collected information.

2. **Literature background: Studies Addressing Empowerment and Organizational Commitment**

A Study by Nibar Tahseen Naif (2016) entitled: "The Impact of Employee Empowerment on Organizational Commitment: An Applied Study on Employees of the Dahuk Governorate Office/Kurdistan, Iraq"

This study aimed to determine the impact of employee empowerment on organizational commitment by examining their relationship and identifying the most influential dimensions of empowerment. Using a comprehensive survey method, data were collected from 304 employees at the Dahuk Governorate Office in Kurdistan, Iraq, with 263 valid responses analyzed using SPSS software.

The results indicated a statistically significant relationship between employee empowerment and organizational commitment. Furthermore, the study found a significant impact of various dimensions of empowerment (meaning, competence, self-determination, and impact) on the dimensions of organizational commitment (emotional commitment, continuance commitment, and normative commitment).

A Study by Amir Kabir & Mohammadin (2014) entitled: "The Relationship Between Empowerment, Job Satisfaction, Job Stress, and Organizational Commitment: A Case Study on Petropars Company in Iran"

This study aimed to investigate the interrelationships among empowerment, job satisfaction, job stress, and organizational commitment at the main office of Petropars Company in Tehran. Data were gathered using a questionnaire, with a sample of 270 employees selected randomly from a population of 480. The findings indicated several positive associations: between empowerment and job commitment, job satisfaction, and job stress; between job satisfaction and organizational commitment; and between job stress and organizational commitment. Additionally, the study identified positive correlations between empowerment and organizational commitment based on educational levels, as well as between job satisfaction, job stress, and the ages of the respondents.

A Study by Keradmandmk & Chegi (2013) entitled: "The Relationship Between Empowerment and Organizational Commitment Applied to Iranian Universities"

This study explored the correlation between empowerment and organizational commitment across Julian University, Azad University, and Rasht Branch in Iran. Using a questionnaire, it surveyed all employees, with 276 respondents chosen randomly. Results showed a positive relationship between empowerment and organizational commitment, specifically noting a direct link between empowerment dimensions (impact, meaning, and freedom of action) and commitment. The analysis indicated consistent findings across all university locations, with no significant differences among respondents.

Basics of Administrative Empowerment:

6.6.1. Concept of Administrative Empowerment:

Empowerment is defined as granting various authority to employees, enabling them to make multiple decisions, practice control, take responsibility, and utilize their capabilities through training and trust (Al-Mehyarat, 2010, p. 22).

Administrative empowerment is defined as a strategy to grant individuals the freedom to manage and act in the decision-making process by expanding the scope of authority and providing an appropriate environment for its activation. Administrative empowerment has also been defined as the process of granting authority to make decisions within the framework of school work in light of the laws, regulations, and components that support administrative empowerment (Al-Badai, 2011, p. 35).

The definitions of administrative empowerment can be summarized into two main fields:

1. Administrative Field: It focuses on delegating decision-making authority and establishing systems that support empowerment. These systems include linking wages and rewards to performance, providing essential training, and promoting team development. Empowerment here is seen as a tool for administrative control, emphasizing operational functionality over strategic impact.

2. Psychological Motivational Field: It reflects the psychological and behavioral aspects of empowerment, influencing individuals' motivations and attitudes toward work.

6.6.2. Dimensions of Empowerment:

Some authors believe that empowerment has two dimensions, while others see that it has four dimensions. Regardless of the perspective, the following are some views from authors and researchers. Specter believes that empowerment has two main dimensions which are:

6.6.2.1 Skill Dimension: It means equipping employees with teamwork skills through training, especially consensus skills, conflict resolution, leadership, and building trust (Al-Taher & Marzouq, 2020).

6.6.2.2 Administrative Dimension: It means granting freedom and authority to make decisions to all members of the institution.

Some consider empowerment as a motivational component with four dimensions as follows: Task Dimension, Power Dimension Commitment Dimension, and Culture Dimension

According to this viewpoint, the degree of empowerment differs throughout institutions and is contingent upon how much the organisational structure and culture of the institution support and foster the process of empowerment. These dimensions are shown in the table below.

6.6.3. Reasons for Employee Empowerment:

Employee empowerment has been a topic of interest among researchers in human resource management since the early 1990s. Numerous studies and research have

confirmed that empowering employees leads to improved performance, employee satisfaction, organizational commitment, effectiveness, and efficient crisis management. Afandi identified the following reasons for resorting to empowerment (Al-Jumaili, 2008, p. 40):

- The need for the organization to respond to emergent conditions and changes.
- Cutting back on the number of administrative levels in organisational systems.
- Ensuring senior management prioritizes long-term strategic issues over traditional concerns.
- Emphasizing the need for maximizing the independence of all resources, particularly human resources, to sustain organizational growth and excellence.
- Significance of cost reduction and expediting decision-making processes.
- Unleashing the creative and innovative abilities of employees.
- Providing job satisfaction, motivation, and a sense of belonging.
- Granting employees more significant responsibilities to accomplish their tasks.

6.6.4. Levels and Characteristics of Empowerment:

The extent of empowerment depends on two main factors:

First factor : the degree of the senior management's belief in the philosophy of empowerment.

Second factor : the extent to which capabilities are available at the lower levels to bear responsibility and effectively use authority (Medhat, 2008, p. 232).

Considering the characteristics of empowerment, they include the following (Jad Al-Rab, 2009, pp. 258-259):

- Empowerment's effectiveness varies; decisions may require teamwork or senior management intervention, especially in emergencies or smaller institutions.
- Empowerment involves risk-taking by senior management, demonstrating effective leadership with incentives and consequences for misuse.
- Institutional leaders' clear vision and continuous communication are crucial for empowering and motivating employees.
- Effective empowerment demands robust training and educational programs, necessitating substantial investments to ensure its success.
- Empowerment necessitates ongoing monitoring, evaluation, and potential restructuring, impacting middle managers' supervisory roles.
- Empowerment fosters work skills, effective communication, and social abilities, promoting participation, cohesion, responsibility, and rationality (Al-Mehyarat, 2010, p. 29).

6.6.5. Administrative Empowerment Requirements and Essentials:

Successful and effective empowerment within an organization is achieved through a set of essentials and requirements within the organization and among its employees.

6.6.6. Administrative Empowerment Requirements:

The most important requirements for empowerment can be summarized as follows:

6.6.6.1 Empowerment requires from Leadership: Commitment, skills, and clear goals, in addition to a specific cultural climate within the organization. This is facilitated through the following cultural shift: See Table No. (1)

Table (1): The cultural transformation for empowerment

From	To
Fear	Trust
Control	Participation
Individual	Team
Boss	Coach
Summit	Gradation
Manager	Leader
Training is costly	Training is an investment
Who	Why

Source: Attia Hussein Afendi, Empowering Employees: A Gateway for Continuous Improvement and Development, Arab Organization for Administrative Development, Cairo, 2003, p. 71.

It is not possible to apply empowerment to employees who cannot work in teams, as their job performance will be negatively affected if the organizational environment is dominated by fear and control. The first requirement is for the manager to transform into a leader and a coach who deals with their employees by adopting a gradual approach to authority and trust in their abilities.

6.6.6.2 Changing rigid patterns of and providing employee recognition and skill development aligned with organizational needs.

6.6.6.3 Providing necessary and up-to-date information about the environment and organization to enable effective decision-making and foster an atmosphere of trust and enthusiasm (Afendi, 2003, p. 71).

6.6.6.4 Clarity of objectives and the future vision, ensure collective support, and provide rewards to encourage effort and improvement (Bassiouni, 2009, p. 217).

6.6.6.5 The administration's sincerity and seriousness in granting freedom to all administrative levels supporting employees through participation, integration, training, and systematic planning for new roles.

6.6.6.6 Moving away from direct control and adopting self-control within a framework of mutual trust between management and employees (Griffin, 1999, p. 500).

6.6.7. Administrative Empowerment Essentials:

These essentials can be explained in the following points (Al-Maani, Contemporary Administrative Issues, 2011, pp. 201-207):

First: Empowered Leadership: Leadership should empower by delegating authority to lower levels and involving employees in decision-making and sharing responsibilities.

Second: Empowered Operations: Support core functions, coordinate units, provide data access, and ensure clear information for optimal performance.

Third: Empowered Culture: Cultivate a culture that values employee attitudes, behaviors, and performance, promoting self-management and empowering operations.

Fourth: Knowledge Management: Continuously expand employee knowledge to enhance efficiency, task performance, and decision-making.

Fifth: Teamwork: Foster collaboration among workers to achieve goals, solve problems, improve processes, and implement innovations through clear responsibilities and direct communication.

Sixth: Production Technology: Enhance empowerment by increasing productivity, reducing costs, and achieving quality, motivating employees, and supporting excellence through skilled human resources.

6.6.8. Principles of Empowerment, Its Models and Stages:

6.6.8.1 Principles of Administrative Empowerment:

The principles of administrative empowerment are encapsulated in seven core concepts represented by the acronym "Empower" (Al-Maghrabi, 2009, pp. 142-143):

6.6.8.1.1 Education: Boosting workers' productivity for the sake of the company's success.

6.6.8.1.2 M-Motivation: Implement strategies to encourage employee acceptance of empowerment through guidance, awareness programs, and teamwork initiatives.

6.6.8.1.3 P-Purpose: Ensure every individual understands the organization's philosophy, mission, and goals to harness their creative potential for achieving objectives.

6.6.8.1.4 O-Ownership: Promote policies granting ownership stakes or increasing benefits to foster a vested interest, enhancing loyalty, and expanding responsibilities.

6.6.8.1.5 W-Willingness to Change: Foster openness to change through supportive policies.

6.6.8.1.6 E-Ego Elimination: Overcome managerial self-centeredness

6.6.8.1.7 R-Respect: Uphold equal respect, recognizing employees' contributions.

6.6.8.2 Administrative Empowerment Models:

To attain or progress towards empowerment, each organization must comprehend various empowerment models tailored to its specific circumstances and internal and external environments. The literature review provides examples of different empowerment models that facilitate the analysis of the empowerment concept, including (Al-Otaibi, 2009, pp. 93-96):

First: Conger and Kanungo Model

Conger and Kanungo defined empowerment as a motivational concept rooted in self-efficacy. They adopted an individual motivation model, viewing empowerment as a process aimed at enhancing employees' belief in their own abilities. This involves identifying and addressing conditions that create feelings of powerlessness, using both

formal organizational practices and informal methods to provide information that bolsters self-efficacy. Their approach to empowerment goes beyond merely sharing power or authority.

Second: Thomas and Velthouse Model

Building on Conger and Kanungo's work, Thomas and Velthouse introduced the cognitive empowerment model. They defined empowerment as an increase in intrinsic motivation tied directly to the tasks individuals perform. This heightened motivation leads to greater satisfaction and engagement. They emphasized that empowerment should begin internally, within individuals' belief systems and perceptions of the external world. This internal empowerment fosters purposeful behaviors aligned with organizational goals, integrating empowerment strategies into the organization's practices and methodologies.

6.6.8.3 Stages of Administrative Empowerment:

Administrative empowerment can be applied by following these stages:

Eliminate negative internal conditions like bureaucratic climates, competitive pressures, and weak communication systems. Diagnose these issues using modern methods such as participatory administration, precise goal setting for employees, job enrichment, and linking rewards to job performance.

Provide employees with performance information and educate them about about empowerment. Set goals and strategies to achieve empowerment, encouraging persistence and initiative (Al-Maani, 2011, pp. 208-209).

Train employees for new roles aligned with organizational goals. Promote innovation, independence, and freedom in work performance within a framework of reduced management and bureaucracy.

Adjust organizational systems, including planning, control, rewards, promotion, transfer, training, and development systems, to support empowerment.

Measure improvements and gather employee feedback to continuously enhance the empowerment process, ensuring a carefully planned, data-driven, and sequential approach. (Jad Al-Rab, 2009, pp. 259-260).

The Concept of Organizational Commitment:

Organizational commitment can be described as a psychological state where employees align their personal goals with those of the organization, feeling a mutual duty. It involves deeply believing in the organization's values and goals, exerting maximum effort for its success, and maintaining a strong desire to remain a committed member (Qasemi, 2011; Abdul Baqi, 2005). David F. O'Reilly and Charles A. Caldwell emphasize that organizational commitment manifests as observable behaviors influenced by various factors, highlighting its practical nature (Hijjan, 1999). These perspectives collectively portray organizational commitment as a profound dedication to the organization's mission, fostering engagement and a steadfast commitment to its objectives.

6.7.1 Approaches to Studying Organizational Commitment:

The approaches to classifying commitment and the bases they rely on are varied. Generally, the most significant of these approaches can be summarized as follows:

6.7.1.1 Etzioni's Classification of Organizational Commitment:

Etzioni defines commitment as the individual's relationship with their professional environment and classifies it into three types (Etzioni, A. A., 1975, p. 210):

1. Moral Commitment represents a positive and strong orientation toward the organization, based on alignment with its goals, values, and internal rules. It arises from the belief that the organization is pursuing beneficial social objectives, often supported by symbolic rewards.

2. Calculative Commitment represents a weaker relationship with the organization, centered on an exchange principle between members and the organization. Commitment is maintained based on the perceived benefits derived from the association with the organization.

3. Alienative Commitment represents a negative orientation toward the organization, emerging from situations where behavior is consistently described as forced or coerced. This type of commitment is often seen in settings like prisons, where it results from social procedures imposed on individuals, rather than their choice, and often involves the use of force to maintain commitment.

Etzioni's framework highlights the importance of authority and treats all three dimensions as equally significant, with no single dimension being superior to the others.

6.7.1.2 Kanter's Classification of Organizational Commitment:

Kanter developed Kelman's work, distinguishing between three types of commitment (Kanter, 1968, p. 499):

1. Continuance Commitment reflects members' dedication to the organization's survival, often requiring personal sacrifices and investments. Significant sacrifices, such as lengthy training periods or long tenure, strengthen the desire to maintain the organization's existence.

2. Cohesion Commitment is based on creating strong social bonds within the organization, fostering a close relationship between the organization and its members, and attracting outsiders. Organizations use various means and activities to establish a psychological connection between individuals and the organization.

3. Control Commitment represents members' adherence to the organization's values and rules, guiding their behavior accordingly. When employees view organizational values and rules as important, these values and rules shape their daily actions and behavior.

6.7.1.3 Mowday et al.'s Classification of Organizational Commitment:

Mowday et al. view organizational commitment as a multidimensional construct comprising the following dimensions (Mowday, R.T., & Porter, L.W., 1982, p. 22):

1. Affective Commitment measures the degree to which an individual psychologically connects with their organization, strongly believes in its goals and values, and is willing to exert significant effort to remain part of it.

2. Normative Commitment reflects the moral and personal obligation to uphold the organization's values and goals, influenced by social, cultural, and religious values. Some researchers see it as closely related to affective commitment, with Morrow noting a relationship of 0.51 between them, suggesting they are not entirely independent (Morrow, P.C., 1993, p. 99). Paillé believes that normative commitment has three components within it which are: shared values, ethical relationships, and loyalty (Pascal, 2004, p. 327).

3. Continuance Commitment, which is the most prevalent type, expresses a strong desire to stay with the organization due to the high costs associated with leaving. Initiated by Becker in 1960 and later expanded by Allen and Meyer in 1984, continuance commitment is viewed as an investment in the organization that would be lost if the employee left (José & Bruno, 1998, p. 162).

6.7.2 Characteristics of Organizational Commitment:

From the previous review of the definition of organizational commitment, the following common characteristics can be listed:

- Reflects readiness to exert maximum effort for the organization, embracing its goals and values.
- Indicates a desire for social interactions that energize and foster loyalty within the organization.
- Involves emotional connection, continuity in job tenure, and a sense of duty.
- an intangible state manifested through loyal behaviors and actions.
- Achieving organizational commitment is a lengthy process, rooted in deep conviction rather than superficial factors.
- Influenced by personal traits, organizational factors, and external work environment conditions.
- Includes staying with the organization, regular attendance, job performance, enthusiasm, and loyalty.

From the above, most definitions of organizational commitment agree that it involves voluntarily believing in an organization's goals and values, and exerting maximum effort to achieve these goals. This perspective emphasizes that organizational commitment is driven by individual will and choice, rather than being imposed by external forces. (Salama, 1999, p. 15).

6.7.3 Stages of Organizational Commitment:

Employees go through several stages of organizational commitment, as identified by Welschet & Laven, into two main stages:

1. First Stage: This is the stage where the employee joins the organization they want to work in, often choosing an organization that they expect to meet their desires and aspirations.

2. Second Stage: In this stage, the employee strives to achieve the organization's goals and advance them. O'Reilly (1986) identifies three stages of organizational commitment which are:
   a. Compliance Stage Initially, individuals comply with the organization's authority and adhere to expectations in exchange for the benefits they receive.
   b. The Stage of Alignment and Similarity Between the Individual and the Organization: Individuals accept authority and influence because they want to continue working in the organization, fulfilling their need for belonging and pride in their affiliation.
   c. Adoption Stage: Individuals align their personal goals and values with those of the organization, fully adopting the organization's goals and values as their own (Al-Khashali, 2003, p. 127).

6.7.4 Importance of Organizational Commitment:

Many studies have highlighted the importance of organizational commitment and its impact on individual and organizational levels, with some extending to study its impact on social and national levels (Al-Fadli, 1997, p. 89):

- The results of Mervis and Lawler's study highlighted the high costs of absenteeism, tardiness, employee turnover, and declining job satisfaction. Emphasized the need to investigate causes behind these costly phenomena.
- Hangle and Perry's study emphasized the importance of organizational commitment in reducing negative phenomena like absenteeism and evasion of work duties. Higher commitment levels lead to fewer negative behaviors in the work environment.
- Blau and Boal's study emphasized organizational commitment as a significant predictor of work turnover and employee absenteeism.
- Hatvany and Powull's study linked organizational commitment with productivity, noting that cultural factors lead to higher commitment among Japanese workers, contributing to the superiority of Japanese organizations over American ones.
- O'Reilly and Chatman's study highlighted the importance of organizational commitment by linking it to important outcomes, including job performance, social behavior at work, positive attitudes towards work, and initiative and creativity.
- Mathew and Zajac's findings suggested that the benefits of organizational commitment extend beyond the workplace, leading to reduced turnover rates, improved work quality, higher efficiency, and potentially increased national productivity, ultimately benefiting society as a whole.

6.7.5 Outcomes of Organizational Commitment:

The results of commitment at the individual level include both positive and negative outcomes. The positive results emphasize that a high level of organizational commitment is

associated with numerous positive outcomes for individuals, such as increased feelings of belonging, security, positive self-perception, strength, and clear life goals.

On the other hand, negative results of commitment indicate that the benefits and advantages that individuals gain from organizational commitment are associated with costs. Despite the many benefits that commitment brings to individuals and groups, there are some negative aspects of this commitment on both individuals and groups, including (Abdul-Baqi, 2005, p. 109):

- Limited opportunities for career advancement, which is achieved in some jobs through moving between several organizations.
- Limited opportunities for personal development and growth.
- Increased family and social pressures, as individuals who are committed to the organization devote effort and time to it, affecting their other commitments, including family commitments, leading to increased pressure.
- Reduced ability of creativity, innovation, and adaptability through the stability of employees in the same organization.
- Groupthink makes individuals less open to new ideas and values.
- Increased chances of conflict among work groups.
- Low turnover rate, and consequently prevents the introduction of individuals with new and beneficial ideas.

3. Methodology and Tools:

7.1 Study Population and Sample:

This study aims to identify the role of administrative empowerment in enhancing organizational commitment through a field study at the Algerian Telecom Corporation in Ghardaia. The study population consists of all 40 administrative and technical employees of the corporation. A purposive sample of 40 employees present during the study period was chosen, and questionnaires were distributed to them. Of these, 34 questionnaires were returned, resulting in an 85% response rate. However, 6 questionnaires were not returned, and only 31 were suitable for analysis., as shown in Table No. (2).

Table No. (2): Number of distributed and valid questionnaires for the study

Study Population and Sample	Number of Questionnaire			
	Distributed	Returned	Not Returned	Suitable for Analysis
Algeria Telecom Corporation	40	34	6	31

Source: Prepared by researchers based on the collected information

7.2 Study Variables: The study relied on two variables, one independent and the other dependent, as shown in Table No. (3).

Table No. (3): Study Variables

Variables	Name
Independent	Administrative empowerment (delegation of authority, effective communication, training and motivation)
Dependent	Organizational commitment (commitment, affective commitment, normative commitment)

Source: Prepared by researchers based on the collected information

7.3 Characteristics of the Study Sample: To get the most accurate results possible, we ensured the diversity of the study sample's characteristics to include the following:

- Employees working at Algeria Telecom Corporation of both genders (male-female).
- Employees working at Algeria Telecom Corporation from various job levels (administrative director, technical assistant).
- Employees working at Algeria Telecom Corporation from different educational levels (secondary – university – postgraduate).
- Employees working at Algeria Telecom Corporation with varying years of service (less than 10 years, between 6 to 10 years, 10 years or more).
- Employees working at Algeria Telecom Corporation from different age groups (under 30 years old, 31 to 40 years old, over 41 years old).

Table No. (04): illustrates the characteristics of the study sample

Variable		Algeria Telecom Corporation	
		Number	Percentage %
Gender	Male	19	61.29%
	Female	12	38.71%
Job	Administrative Director	24	77.42%
	Technical Assistant	7	22.58%
Qualification	Secondary school or less	4	12.90%
	University	25	80.65%
	Postgraduate	2	6.45%
Years of Service	Less than 5 years	8	25.81%
	From 6 to 10 years	16	51.61%
	More than 10 years	7	22.58%
Age	Less than 30	6	19.35%
	From 31 to 40 years old	12	38.71%
	over 41 years old	13	41.94%

Source: Prepared by the researchers based on the outputs of the statistical program SPSS

7.4 Study Tool: The questionnaire was designed to collect primary information and data about the study sample directed to the research community, which consists of all employees at Algeria Telecom Corporation. The first part of the questionnaire addresses variables related to demographic characteristics, including (gender, job title, qualification, years of service, and age), while the second part consists of (33) statements divided into two axes:

1. The first axis: Administrative Empowerment, includes (15) statements divided into three dimensions:
    a. Authority Delegation Dimension: includes (5) statements.
    b. Effective Communication Dimension: includes (5) statements.
    c. Training and Motivation Dimension: includes (5) statements.
2. The second axis: Organizational Commitment, includes (18) statements divided into three dimensions:
    a. Affective Commitment Dimension: includes (6) statements.
    b. Normative Commitment Dimension: includes (6) statements.
    c. Continuance Commitment Dimension: includes (6) statements.

Each of the previous statements was given a score based on the 5-Point Likert Scale to be statistically processed. Table No. (5) illustrates this.

Table 5: Importance Scores of the Questionnaire Items

Likert Scale	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Score	1	2	3	4	5

Source: Prepared by the researchers according to the Likert Scale

7.5 Statistical Methods Used: Several appropriate statistical methods were employed using the Statistical Package for the Social Sciences (SPSS) version 20, due to its suitability for this type of study and to obtain the most possible accurate results using the following statistical methods:

- Cronbach's Alpha was used to test the reliability and validity of the scale.
- Pearson's relationship coefficient was used to measure the validity of the items.
- The Kolmogorov-Smirnov test was used to check whether the scale follows a normal distribution or not.
- Arithmetic means and standard deviations.
- Pearson's relationship coefficient test to illustrate the relationship between the two variables (administrative empowerment and organizational commitment).
- Calculation of simple and multiple regression and showing the relationship between them to test the hypotheses.

7.5.1 Reliability of the Study Tool: To determine the reliability of the questionnaire, Cronbach's Alpha coefficient was used. The results showed that the scale has a very high degree of reliability, exceeding 0.60 (applicable). The overall reliability

coefficient for the questionnaire was (0.90), indicating that if the questionnaire is used again, it will yield the same results and that the scale measures what it is intended to measure, as illustrated in Table No. (6).

Table (6): Reliability Coefficient of the Study Scale

Questionnaire Axes	Number of statements	Cronbach's Alpha Value
Administrative Empowerment Axis	15	0.872
Organizational Commitment Axis	18	0.891
Overall Reliability Coefficient of the Questionnaire	33	0.901

Source: Prepared by the researchers based on the outputs of the statistical program SPSS

7.5.2 Normal Distribution Test for Study Variables: The Kolmogorov-Smirnov test was used to determine whether the data followed a normal distribution or not. This test is necessary when testing hypotheses because most parametric tests require that the data be normally distributed. Table No. (7) illustrates the test results, where the probability value for each axis was greater than (0.05), indicating that the data follow a normal distribution and parametric tests should be used.

Table No. (7): Normal Distribution Test

Variable	Klomogrouv-Smirnov	Significance Level	Result
Administrative empowerment	0.113	0.154	follows a normal distribution
Organizational commitment	0.82	0.195	follows a normal distribution

Source: Prepared by the researchers based on the outputs of the statistical program SPSS

The distribution is considered normal if the significance level is greater than 0.05%

4. Results and Discussion:

8.1 Testing the Hypotheses of Relationship Relationships for the Main and Sub-variables of the Research:

This part of the research presents a statistical analysis through which the relationship relationships between the research variables (administrative empowerment and organizational commitment) are tested and analyzed, and it will be tested according to the research hypothesis model as follows:

1. **First Main Hypothesis:** There is a statistically significant relationship between administrative empowerment and organizational commitment overall. Data in Table No. (8) shows a positive relationship (0.756) with a significance level was (0.000), which is less than the specified significance level (0.05). Therefore, this hypothesis is accepted.

Table No. (8): Simple Linear Regression Analysis between Administrative Empowerment and Organizational Commitment

	Model	Unstandardized Coefficients		Standard Coefficients	R^2	R	T	Significance Level
		Beta Coefficient	Standard Error	Beta				
First Hypothesis	Constant	0.766	0.421	0.765	0.586	0.756	1.685	0.001
	Organizational Commitment	0.822	0.114				7.234	0.000

Source: Prepared by researchers based on the outputs of the statistical program SPSS 20

2. **First Sub-Hypothesis:** There is a statistically significant relationship between delegation of authority and organizational commitment overall. Data in Table No. (9) indicates a positive relationship (0.772) with a significance level of (0.000), lower than the specified significance level (0.05). Therefore, this hypothesis is accepted.

3. **Second Sub-Hypothesis:** There is a statistically significant relationship between effective communication and organizational commitment overall. Data in Table No. (9) reveals a positive relationship (0.772) with a significance level of (0.000), which is below the specified significance level (0.05). Consequently, this hypothesis is accepted.

4. **Third Sub-Hypothesis:** There is a statistically significant relationship between training and motivation, and organizational commitment overall. Data in Table No. (9) shows a positive relationship (0.772) with a significance level of (0.000), which is less than the specified significance level (0.05). Therefore, this hypothesis is accepted.

Table No. (09): Multiple Linear Regression Analysis Between Administrative Empowerment and Organizational Commitment

	Model	Unstandardized Coefficients		Standard Coefficients	R^2	R	T	Significance Level
		Beta Coefficient	Standard Error	Beta				
Second Hypothesis	Constant	0.675	0.434		0.597	0.772	1.764	0.001
	(X1) Delegation of authority	0.113	0.109	0.333			1.722	0.000
	(X2) Effective communication	0.322	0.172	0.422			1.822	0.003
	(X3) Training and motivation	0.430	0.148	0.344			1.998	0.022

Source: Prepared by researchers based on the output of the SPSS 20 statistical program

8.2 Testing and Analyzing the Hypotheses of the Influence Relationship between Research Variables

Researchers assumed that there are statistically significant influence relationships between the independent research variable (administrative empowerment) and the dependent research variable (organizational commitment). This relationship was represented by one main hypothesis and one sub-hypothesis. These relationships will be revealed and analyzed according to their order in the hypothetical research model, as follows:

Second Main Hypothesis: This hypothesis indicates the existence of a statistically significant influence relationship of administrative empowerment on organizational commitment (Y). In light of this hypothesis, the simple regression equation indicates that administrative empowerment affects organizational commitment (Y). This effect implies a significant relationship between the true value of administrative empowerment and organizational commitment (Y), formulated in the following simple regression equation: $Y = a + \beta X$

where (a) represents a constant amount.

This relationship means that organizational commitment (Y) is a function of the true value of administrative empowerment. The estimates of these values and their statistical indicators were calculated at the sample level which is (31), and the influence relationships between variables will be analyzed as follows:

The simple regression equation for the relationship between administrative empowerment and organizational commitment was:

Organizational Commitment = (0.766) + (0.765) Administrative Empowerment

As for the relationship coefficients table, it indicated the values as follows: (See Table No. (9) above):

- In light of the regression equation, the constant indicates (a = 0.766), which means that there is an organizational commitment of (0.766) when the value of administrative empowerment is zero.
- As for the marginal propensity of administrative empowerment in the research sample, it reached (β = 0.765), accompanying (X). This indicates that a change of (1) amount in administrative empowerment leads to a change of (0.765) in organizational commitment. Based on these results and the extracted significance level (0.000), this hypothesis is accepted.

5. Conclusion:

It can be concluded that Algeria Telecom Corporation in the state of Ghardaia has a reasonable interest in administrative empowerment to support organizational commitment. Most of the responses that were gained from the questionnaire analysis indicate a

relationship between administrative empowerment and organizational commitment, leading to the following results:

- There is a statistically significant relationship between administrative empowerment and organizational commitment among employees at Algeria Telecom Corporation in the state of Ghardaia.
- The sub-variables of administrative empowerment (delegation of authority, effective communication, and training and motivation) show a statistically significant relationship with organizational commitment among employees at Algeria Telecom Corporation, Ghardaia branch.
- Administrative empowerment significantly influences organizational commitment among employees at Algeria Telecom Corporation, Ghardaia branch.
- There is a statistically significant influence relationship between the sub-variables of administrative empowerment (delegation of authority, procedural fairness, and transactional fairness) and organizational commitment at the overall level among employees at Algeria Telecom Corporation, Ghardaia branch.

Based on the results of the study, several recommendations and suggestions can be made, including:

- Promote awareness of administrative empowerment and organizational commitment among directorate employees through cultural seminars and specialized conferences, fostering understanding and encouraging commitment to performance standards.
- Cultivate organizational commitment by promoting teamwork, helping colleagues, and maintaining a harmonious work environment within the directorate.
- Ensure effective implementation of administrative empowerment practices such as delegation of authority, effective communication, and robust training and motivation programs within Algeria Telecom Corporation to enhance organizational commitment.

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