

Empowerment and its impact on employee loyalty - An exploratory study of the opinions of a sample of employees at the University of Mohamed Boudiaf in M'sila (Algeria)

التمكين وتأثيره في تحقيق ولاء العاملين - دراسة استطلاعية لآراء عينة من العاملين بجامعة محمد بوضياف بالمسيلة (الجزائر)

L'autonomisation et son impact sur la fidélisation des employés - Étude exploratoire des opinions d'un échantillon de salariés de l'Université Mohamed Boudiaf de M'sila (Algérie)
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ملخص:

يهدف هذا البحث إلى تبيان العلاقة والأثر الذي تحدثه عملية التمكين من خلال أبعادها (تفويض السلطة، فرق العمل والتحفيز) في تحقيق ولاء العاملين، من خلال دراسة استطلاعية لآراء عينة من العاملين بجامعة محمد بوضياف بالمسيلة (الجزائر) بلغت 152؛ تم الاعتماد على المنهج الوصفي التحليلي حيث تم تصميم استبيان إلكتروني تم إرسال رابطته إلى البريد الإلكتروني للعاملين بهذه الجامعة؛ لمعالجة البيانات وتحليلها وتفسيرها تم استخدام البرنامج الإحصائي SPSS. توصلت نتائج الدراسة إلى وجود علاقة ارتباط معنوية وهي طردية وقوية بين أبعاد التمكين وولاء العاملين، وأن التمكين له تأثير معنوي في تحقيق ولاء العاملين وأن بعد " فرق العمل " هو البعد الأكثر تأثيراً لتعزيز ولاء العاملين، ومن ثم تحقيق أهداف المؤسسة. الكلمات المفتاحية: التمكين؛ ولاء العاملين؛ تفويض السلطة؛ فرق العمل؛ التحفيز.

Abstract

This research aims to determine the relationship and the impact of the empowerment process through its dimensions (delegation of authority, teams, and motivation) in achieving workers' loyalty, through a survey of the opinions of a sample of 152 employees at Mohamed Boudiaf University in M'sila (Algeria); The analytical descriptive approach was used, where an online questionnaire is designed and sent its link to the email of the employees of this university; For data processing, analysis and interpretation the SPSS Social Package 26 statistical program was used.

The results of the study show that: there is a significant correlation relationship between the dimensions of empowerment and the loyalty of employees, Empowerment has a significant effect in achieving the loyalty of employees, and that the dimension of the " teams " is the most effective dimension in promoting employee loyalty, thus achieving the goals of the organization.

Keywords: Empowerment; Employee loyalty; Delegation of authority; teams; Motivation.

Résumé :

Cette recherche vise à déterminer la relation et l'impact du processus d'autonomisation par ses dimensions (délégation de pouvoir, les équipes de travail, motivation) dans la fidélisation des travailleurs, à travers une enquête sur les opinions d'un échantillon de 152 employés de l'Université Mohamed Boudiaf de M'sila (Algérie); L'approche descriptive analytique a été utilisée où un questionnaire en ligne est conçu et envoyé avec son lien vers l'email des employés de cette université;

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Pour le traitement, l'analyse et l'interprétation des données, le programme statistique SPSS Social Package 26 a été utilisé.

Les résultats de l'étude ont montré que : Il existe une corrélation significative entre les dimensions de l'autonomisation et la loyauté des travailleurs, l'autonomisation a un effet significatif sur la fidélité des travailleurs, et la dimension "les équipes de travail " est la dimension la plus efficace pour promouvoir la loyauté des employés, réalisant ainsi les objectifs de l'organisation.

Mots clés : Autonomisation; Fidélité des employés; Délégation de pouvoirs; les équipes de travail; Motivation

Introduction

Current institutions are experiencing considerable pressures and challenges with intense competition in various fields due to rapid internal and external environment changes, which forced them to adopt modern management strategies that are consistent with these changes. The most important of these strategies is the empowerment strategy as a sophisticated management style that goes beyond the limits of the delegation of authority and gives workers powers to deal with problems and avoid risks and threats. This calls for attention to the human element to gain the loyalty of workers to advance the organization towards achieving its goals and at better levels, and empowerment is of great importance in terms of its availability to use resources efficiently and effectively, and also encourages education, training and the process of motivation in making decisions, as it pushes institutions towards Preserving skills and experiences.

• The problem of research:

Organizations are facing a constantly changing environment with multiple challenges, which requires integrated capabilities to address them in order to be successful, and empowerment is key indicator that allows the organization to earn the loyalty of its employees, thereby ensuring a high level of performance by granting it sufficient authority and creating the necessary material and moral conditions for to the implementation of the work. This research attempts to address the following problem: Is there a statistically significant effect of the empowerment and its dimensions in achieving the loyalty of the employees at the University of Mohamed Boudiaf in M'sila?

• Search hypotheses

Hypothesis1: There is no significant correlation relationship between the empowerment and its dimensions and the loyalty of employees at the University of Mohamed Boudiaf in M'sila.

This hypothesis is based on the following sub-assumptions:

1. There is no significant correlation between the delegation of authority and the employee loyalty at the University of Mohamed Boudiaf in M'sila;
2. There is no significant correlation between the teams and the employee loyalty at the University of Mohamed Boudiaf in M'sila;
3. There is no significant correlation between the motivation and employee loyalty at the University of Mohamed Boudiaf in M'sila.

Hypothesis 2: There is no significant effect between the empowerment and its dimensions and employee loyalty at the University of Mohamed Boudiaf in M'sila.

The following three sub-hypotheses are:

- There is no significant effect between the delegation of authority and the employee loyalty at the University of Mohamed Boudiaf in M'sila.
- There is no significant effect between the teams and the employee loyalty at the University of Mohamed Boudiaf in M'sila.
- There is no significant effect between the motivation and the employee loyalty at the University of Mohamed Boudiaf in M'sila.

• **Research methodology:**

The analytical descriptive approach that describes the studied phenomenon has been used both quantitatively and qualitatively, by gathering and classifying information about empowerment and employee loyalty, then analyzing them, revealing the relationship between the different dimensions of these two variables and their interpretation, to reach results that contribute to understanding the present and diagnosing the reality and its causes.

• **Research objectives:**

In light of the research problem and its importance, we seek to achieve the following objectives:

- To highlight the theoretical and practical implications of empowerment for the sample members discussed in the organization in question, as well as to define the concept of employee loyalty;
- Describe and diagnose the dimensions of empowerment, and determine their impact on the loyalty of employees in the organization in question.

• **Previous studies:**

Several studies have looked at empowerment, and several have looked at employee loyalty, but few have linked the two variables. The following are some of the most important studies addressing the topic:

The study of (Abdullah & Gouz, 2016): Administrative empowerment and its impact on Organizational loyalty -A study on a sample of Sudanese commercial banks:

The study aimed at identifying administrative empowerment and its impact on organizational loyalty among the employees of Sudanese commercial banks. The study was based on the descriptive analytical method, which represented the study community in the middle and lower administrative levels in the Sudanese commercial banks through Convenience Sampling estimated at 200 individuals. The study produced several results, the most important one is:

There is a difference between administrative empowerment and organizational loyalty in the Sudanese banks. The most important thing recommended by the study is the need to pay attention to developing the awareness of workers of the dimensions of administrative empowerment, especially at the lowest administrative levels.

The study of (Zarguin & Ghribown , 2021): The contribution of administrative empowerment to achieving organizational loyalty: A field study- The Phosphate Mines Corporation - somiphos - Bir ElAter:

This study aimed to find out the relationship between employee empowerment and organizational loyalty in the Phosphate Mines Corporation-somiphos-Bir ElAter, and it did so by examining the relationship between administrative empowerment and each of its dimensions with organizational loyalty. After analyzing the data from the questionnaire, which was distributed to a sample of workers, numbering 30 workers, the most important results of this study are: the workers are relatively

possible, and the level of organizational loyalty among the members of the studied sample is high. In addition, there is a strong and positive correlation between administrative empowerment and organizational loyalty.

The study of (Boussalem, 2014): Impact of employee empowerment on organizational loyalty-case study on Algerian communications company:

This study sought to determine the impact of employee empowerment on organizational loyalty. Employee empowerment has four dimensions, which are (meaningfulness, self-determination, employee competence, and impact on new job). To achieve the above objectives, a questionnaire was developed and distributed to the sample consisting of 71 subjects. The study has reached the following conclusions:

1. there was a statistically significant impact of employee empowerment on organizational loyalty.
2. There was a statistically significant impact of (meaningfulness, competence) on organizational loyalty.
3. There was no statistically significant impact of (self-determination, impact on job) on organizational performance loyalty.

The study has recommended the following: The need to address the development of perceptions of the four dimensions of empowerment, especially at the first level of management, by encouraging them to take responsibility and look at mistakes as opportunities to learn in to increase the overall level of loyalty.

The study of (Psoinos & smithson, 2002) Employee empowerment in manufacturing: A study of organizations in the UK"

The study aimed at analyzing the administrative empowerment of employees in industrial companies in the United Kingdom by examining the impact of the following factors: decentralization in decision-making, information systems, work environment, and teams. The study included a random sample of 500 employees working in British industrial companies. The researcher gathered study information via a questionnaire and then interviewed a sample of employees from 11 different companies.

The study concluded that British companies are improving their work environment and are working to implement comprehensive quality programs to improve their productivity level and reduce their expenses, These changes require decentralization of decision-making and greater empowerment of workers to deal with work problems, which has led to the deliberate or unintended empowerment of workers.

Differences and similarities with previous studies: Despite the different environments in which previous studies were conducted and the diversity of the activities applied to them, they agreed that there was an effective relationship between empowerment and the loyalty of employees, despite the various dimensions of empowerment that they depended on. Thus, based on that, we observed that they didn't pay sufficient attention to the variables (delegation of authority, Teams, and motivation), so they were emphasized in this study, which makes the current study distinguished and different from previous studies.

1- The Conceptual Framework for empowerment of employees:

We will shed light on the key elements of empowerment of employees in the following:

1-1. Empowerment concept:

Localization of the work of the empowerment strategy is one of the necessities that the organization cannot dispense with today. It is one of the contemporary terms in administrative thinking, which is based on creativity, cooperation, self-confidence, the spirit of initiative, the spirit of the team, and thinking about the future, it is also the key to driving the success of service enterprises.

Choi defined empowerment as allowing individuals to make decisions affecting the customer without direct control and prior authentication. (Choi & Behling, 1997, p. 37)

According to Daft, empowerment is the tool for linking the president and the chief to the head in the execution of tasks in governing organizations, in his view empowerment is the attempt to deploy and share force everywhere in the Organization (Daft, 2001, p. 502)

Also, Besterfield defined empowerment as " Investing in the huge store of potential energy that workers have from different experiences". (Besterfield & Al, 2003, p. 96)

According to Brown, empowerment is " a modern strategy that aims to unleash the potential energy of individuals in the organization and their participation in defining the vision's future of the organization, because the organization's success depends on how individuals' needs are integrated with the vision and the goals of the organization". (Brown & Harvey , 2006, p. 241)

From the foregoing, we can conclude that empowerment is the granting of administrative powers to employees in all their forms from the higher administrative levels to the eligible minimum administrative levels, to save time, distribute tasks and powers, reduce work pressures and facilitate the adoption of the right decisions to achieve desired and well-established organizational goals.

1-2. The characteristics of empowerment:

The organization that adopts empowerment must have several features: (mohammed Imad , 2018, p. 21)

- Support and awareness of leadership for empowerment;
- Coordinate between direction and staff to meet the challenges facing the Organization;
- A conscious organizational culture that helps implement and sustain empowerment;
- Organizations adopt science, knowledge, and ongoing training for staff to improve their levels and capacities;
- The existence of empowered teams and the participation of staff in decision-making;
- Empowerment dimensions are consistently and highly available.

1-3. Empowerment objectives:

The main objectives of empowerment are: (Ahmed Ismail & al, 2016, p. 185)

- Raise the quality and increase productivity;
- Achieving competitive advantage;
- 3.Achieving the objectives of the enterprise;
- Increase internal belonging;
- Develop performance;
- Raise staff satisfaction and achieve excellence.

1-4. The importance of empowerment:

"The specialists have identified several reasons for concern for empowerment, where empowerment is important by being responsible, a high sense of ownership, and satisfaction with accomplishment. It also gives staff broad authority and increased relevance to their tasks, as the logic of working with an empowerment strategy requires working with the logic of the team, and being aware of these issues is important for the organization." (Zakaria Mutlak & Ali Saleh , 2009, pp. 29-30)

The importance of empowering managerial leadership is also represented in "running work matters, fast decision-making and raising the level of self-confidence and motivation of the leadership, increasing creative and innovative capabilities, feeling satisfied with the job and allowing the senior leadership to focus on development and reducing their concerns with routine matters." (Mohammad Sobhi, 2018, p. 17).

1-5. Empowerment dimensions:

Researchers agreed that the dimensions of empowerment lead to empowerment as it encompasses all personnel and employees in the organization, although they differ in describing these dimensions, which are considered the main pillars of the successful implementation of the concept of empowerment, Thus, the most important dimensions of empowerment are:

1-5-1. Delegation of authority: The basic idea of empowerment is that the process of delegation of authority to the lower administrative levels should take place, as employees can influence decisions that extend from top-level strategic decisions to decisions regarding their work. The idea of empowerment, therefore, requires a change in traditional leadership patterns to leadership patterns that believe in participation, and this certainly requires a shift from control and direction to trust and delegation (Mounir Mouhsen, 2015, p. 351).

1-5-2. Teams: for Little & Ferris, teams are a group of people working together to achieve specific, common goals. Kinichia, Kreitner & Cole believe that teams must have integrated skills, commit to achieving a common goal, collective responsibility and have the authority to make operational decisions, and therefore forming teams is one of the important mechanisms for implementing organizational empowerment. (Barakat Mohammed Hassan, 2018, p. 32)

Empowered personnel must feel that their units can work together collectively to solve business problems and that their ideas are respected and taken seriously, require a high level of trust and the development of the organization's teams depends on a strong leader who can provide guidance, encouragement, and support to team members. (Mounir Mouhsen, 2015, p. 351)

1-5-3. Training and education: Higher levels of training, education, and qualification are crucial to promoting empowerment in light of their availability of skills, which increases individuals' confidence in their abilities. The ongoing training process aims to provide workers with information and knowledge, improve them, and improve their work skills. The success of institutions in achieving their goals is linked to all means of learning through training, collective learning, and knowledge management by making individuals aware of their knowledge and trying to take their internal knowledge out, transform and deploy them into the institution. (Boumjal , 2015, p. 301).

1-5-4. Information and communication: Channels of communication are required to convey shared information at the appropriate time and place. Effective communication is a necessary factor for the staff empowerment program and the availability of a free access element to sensitive information indicates a high degree of communication within the organization, and the presentation of sensitive information to staff is essential in the right direction for empowerment. (Mounir Mouhsen, 2015, p. 351)

1-5-5. Motivation: The motivation is a combination of factors that drive employees' abilities to make a greater effort to achieve better results. (Imad Ahmad Alawi, 2017, p. 33)

Empowerment will be lost when the organization does not provide the appropriate rewards, so it requires a different return system (performance based returns), When returns are tied to a performance

by linking employee gains to the success of the organization, it increases the motivation of staff to achieve the goals and objectives of the Organization. (Mounir Mouhsen, 2015, p. 351)

1-6. Empowerment process

scientists believe that empowerment is not easy to achieve, so the administration of the organization needs to implement a set of steps, and that implementation must be phased in gradually and in several stages to overcome the constraints of its implementation. (Bushra & Akab, 2019, p. 138)

The most important steps in implementing the empowerment process in institutions are: (Fadi Mohammed Suleiman , 2018, p. 36)

- Step 1: Identify reasons for change;
- Step2: Change in managers' behaviour;
- Step 3: Determining the decisions in which subordinates participate;
- Step 4: Team composition;
- Step 5: Information sharing;
- Step 6: Select the right individuals;
- Step 7: Training;
- Step 8: Meet expectations;
- Step 9: A program of rewards and appreciation;
- Step 10: Do not rush results.

2. Employee loyalty

We will shed light on the most important definitions of the loyalty of employees in the following:

Wells, 2007 (Wells, 2007) in a research article, pointed out that satisfied workers positively influence customers' satisfaction with the organization and its products. Satisfactory clients also have a positive influence on the feelings of workers towards the organization in which they work, so obtaining a satisfactory customer is likely to lead to a high level of satisfaction for the workers and improvement in performance and maintenance for a long time. Accordingly, loyalty to customers comes through employee loyalty, and therefore, loyalty of employees must be an administrative priority (Forte, 2007)

Durkin (Durkin, 2007) points out that building workers' loyalty requires the following steps:

- A. Clarifying the purpose, values, and participation of all personnel;
- B. Bias and communication;
- C. listening to staff;
- D. Involve staff in problem-solving;
- H. Training new staff;
- F. Celebrating successes and achievements;
- G. investment in managers and leaders;
- H. Creating a culture of interest and care.

From the above, we can conclude that loyalty is achieved when employees are consistently satisfied over time, and this satisfaction encompasses the experience as a whole and not just the products or services of the organization. It can be defined as workers' loyalty or their tendency in association or organization's commitment towards the organization (Guillon & Cezanne, 2014, p. 839)

Employee loyalty is also recognized as a phenomenon reflected in the survival of employees in their work, for as long as possible without reluctance to search for or review external work offers (Guillon & Cezanne, 2014, p. 850)

It is also a phenomenon reflected in the integration of loyalty and a strong desire to continue working in the Organization (Turkyilmaz, Akman, Ozkan, & Pastuszak, 2011, p. 675)

The organization requires staff to invest high levels of understanding to achieve organizational goals (Becker, Randall, & Riegel, 1995, p. 617), or even a willingness to work late. (Guillon & Cezanne, 2014, p. 840). Stand up, live in the organization's values, and vision (Davis, 2015). Companies are often aware that employees who make a great effort at work are loyal, so companies are happy on the contrary (Durkin, 2007, p. 30).

Employee loyalty is one of the values of the organization (Guillon & Cezanne, 2014, p. 842). It is through high levels of effort and contribution, better service, increasing shareholder value, and lower turnover rates (Ibrahim & Al Falasi, 2014, p. 562)

3- A methodological framework for the exploratory study, presentation, and analysis Data

The exploratory study was based on a survey of the opinions of a sample of employees at the University of Mohamed Boudiaf in M'sila (Algeria), on empowerment and its impact in achieving worker loyalty; an electronic questionnaire was designed and sent with the link <https://docs.google.com/forms/d/e/1FAIpQLSf3izOZ5qeJwKAdgUFv00Pc0g93w-yhDhLYnCAIM7B30JR2JA/viewform?vc=0&c=0&w=1&flr=0&gxids=7628> to the email of the university's employees; it was Divided to:

- The first axis was devoted to general data related to respondents, which included: (Gender, age, educational level, professional experience);
- The second axis is to measure the items of empowerment dimensions that include (delegation of authority, teams, motivation), and the study is limited to only these three dimensions, because within the limits of our literature review, we found that the other dimensions have been proven to have a correlation and have an effect between them and loyalty of employees; thus based on that, we observed that they didn't pay sufficient attention to the variables (delegation of authority, Teams, and motivation), so they were emphasized in this study, which is considered as an addition to this research.
- The third axis is to measure the paragraphs on worker loyalty. The SPSS Social Package 26 statistical program has been used to process and analyze data, to identify the characteristics of the sample study, and to test the assumptions within the objectives sought by the study.

3-1. The methodology of research and exploratory study procedures

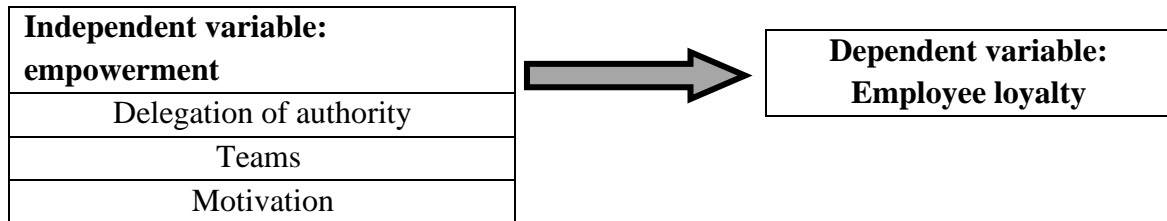
3-1-1. Community and Study Sample: In order to calculate the number of individuals in the sample, we follow the following:

The number of items is times the value between (5-10), which is determined by the researcher's estimate. (Wacheux & Roussel, 2005, p. 256), So, 34 times 5, we have 170 individuals. In this context, an electronic questionnaire was designed, and its link was sent to the email of the workers of the University of Mohamed Boudiaf in Al-M'sila (Algeria). Only 170 answers sent were approved, and when tested, 18 were found untreatable and incomplete. The sample size was therefore stabilized at 152, whereas the size of the community is estimated at more than 2700 workers, of which the size of the sample exceeds 5%, and so this sample represents the working community at M'Sila University.

3-1-2. Study period: The study ran from November 2020 to January 2021

3-1-3. Study variables: The five-point Likert scale was used to convert descriptive opinions into quantitative formulas using the following weights of the scale: (strongly agree, agree, Neutral, disagree, and strongly disagree). This questionnaire is designed and prepared based on the available and theoretical literature and hypotheses that are installed on the conceptual side of the research.

Fig-1- Study Model



Source: Prepared by researchers based on the hypotheses of the study and the theoretical literature.

3-1-4. Study Tool validity and Reliability (questionnaire)

The validity and reliability testing are performed to verify the questionnaire is appropriate for the search process:

- **The validity of the study tool:** to ensure the validity of the study tool on which it was conducted, the questionnaire was presented to 3 arbitrators, taking into account the appropriate observations and amendments on the language formulation and replacing some phrases with other terms, until the final items became 34 paragraphs. They agreed that the measure's paragraphs were valid at 89%, which is a reasonable percentage. Therefore, the questionnaire enjoys the validity of the arbitrators.
- **Content validity:** The validity of the measure in all of its items is achieved by using the Mann-Whitney test. where the sum of the sample answers for the search items are arranged in descending order, divided into two equal sets, 27% was taken from the highest and lowest degrees, and then measured the difference between the two groups; P-Value was less than (0.05) which indicates the validity of the search measure in all its paragraphs.
- **Reliability:** is the consistency in the results of the scale, giving the same results after being applied twice at different times to the individuals themselves, and reliability is calculated in two ways:
- **(Split-Half) Reliability:** The 34 items have been divided into two homogeneous halves; the first includes the conjugate, and the other is the odd items. Pearson's correlation coefficient between the two halves was extracted to 0.85. By using the Spearman -Broth corrective equation, the reliability value reached (0.92) which is a high-reliability coefficient.
- **Cronbach's Alpha coefficient of internal consistency:** the value of the Cronbach's Alpha reliability coefficient of the empowerment and loyalty of the employees was (0.87) and (0.92) respectively, reflecting the consistency of the paragraphs of these two internal variables.
- **Statistical methods and measures:** The research relied on a set of statistical methods and measures, which are indicated below, in the process of analyzing, processing, and testing hypotheses to achieve its objectives through the SPSS Social Package 26 statistical program: the mean, percentage, Standard deviation, the relative importance, Spearman's Correlation, R square Coefficient, F-Test, Z-Test, Test Stepwise regression, Half-segmentation method (Half-Split), Cronbach's Alpha coefficient.

3-2. View and analyze the sample members' answer results about statements related to research variables

Empowerment and its impact on employee loyalty -An exploratory study of the opinions of a sample of employees at the University of Mohamed Boudiaf in M'sila (Algeria)

We will review the sample members' answers about the contents of the search questionnaire items relating to independent variables of empowerment dimensions (delegation of authority, teams, motivation), and the dependent variable (employee loyalty); and table-1- shows the trends in the responses of the sample members for each paragraph and each of the research axes, where the frequencies, percentage, and acceptance levels were used.

Table -1- Analyzing employees' answers related to the independent variable: (empowerment)

N	The items	mean	Deviation Standard	Relative importance
1	The university trusts in your ability to perform the tasks assigned to you.	4.07	0.86	81.5
2	The decision-making process at university is not limited to senior management	4.35	0.7	87
3	Participate in the preparation of plans and strategies.	4.03	0.83	80.5
4	Your job gives you the opportunity to make decisions independently.	3.95	0.88	79
5	Tasks within the university are characterized by continuous change and away from routine repetition	3.85	0.98	77
6	The university's senior management practices an open door policy .	3.25	1.9	65
7	The university's administration forms a crisis team in case of emergency .	4.4	0.78	88
8	The administration of the University shall confirm the formation of the standing committees to accomplish the main tasks of the university.	4.8	0.76	82.5
delegation of authority		4.08	0.84	80.06
9	The university supports and encourages the achievements of staff.	4.2	0.97	84
10	The salary you receive is commensurate with your efforts at work.	4.27	0.93	85.5
11	The university participates in the various forms of committees in appreciation of the staff.	3.73	1.04	74.5
12	Employee competence is an important criterion in the promotion system.	4.15	0.7	83
13	Information sharing by employees increases motivation.	3.77	1.05	75.5
14	Senior management is achieving high levels of functional enrichment.	4.27	0.64	85.5
15	Senior management achieves self-monitoring	3.95	0.78	79
16	Senior management rewards outstanding employees.	3.9	0.81	78
teams		4.03	0.83	80.63
17	The university provides an environment of collaboration and assistance between co-workers	4.2	0.61	84
18	The university focuses on team performance instead of individual performance.	3.97	0.8	79.5
19	Trust prevails among members of working groups within the university	3.77	0.97	75.5
20	Solve problems through teams and self-managing.	3.35	1.05	67
21	University supports formation of Teams	4.13	0.69	82.5

22	The university has sufficient operational capabilities in the field of work.	4.33	0.57	86.5
23	The university promotes the pattern of independence in the performance of work	4.55	0.78	91
24	The university emphasizes that the workload should be commensurate with the abilities of the assigned personnel.	4.28	0.72	85.5
motivation		4.07	0.77	81.44
the empowerment		4.06	0.85	80.71

Source: Prepared by researchers based on SPSS output.

We notice from Table -1- above that the mean of the independent variable (the empowerment) has reached (4.06) value, which is greater than the hypothesized mean value of (3), which means that the sample answers are oriented towards the agreement and in a standard deviation (0.85), which indicates the consistency of the search sample answers regarding this variable, while the relative importance (80.71%) is an acceptable ratio that confirms the agreement of the search sample to most of the empowerment items as a whole, at the level of sub-variables, i.e. empowerment dimensions, the results were as follows:

As for the delegation of authority, we notice the mean value of (4.08), which is greater than the hypothesized mean value (3), which indicates the direction of the sample answers towards the agreement for this variable and in a standard deviation (0.84), which indicates the degree of consistency in the answers to the search sample, while the relative importance (80.06%) is acceptable, which confirms the agreement of the search sample members on most items of the delegation of authority.

for the dimension of the teams, we notice the mean value of (4.07), which is greater than the hypothesized mean value (3), which indicates the direction of the sample answers towards the agreement for this variable and in a standard deviation (0.77), which indicates the degree of consistency in the answers to the search sample, while the relative importance (81.44%) is acceptable, which confirms the agreement of the search sample members on most items of the teams.

As for the motivation dimension, we notice the mean value of (4.03), which is greater than the hypothesized mean value of (3), which indicates the direction of the sample answers towards the agreement for this variable and in a standard deviation (0.83), which indicates the degree of consistency in the answers to the search sample, while the relative importance (80.63%) is acceptable, which confirms the agreement of the search sample members on most items of motivation.

In addition, we notice from table -1- above that, the mean of the delegation of authority has reached (4.06) value, which is greater than the team's mean value (4.07), and the motivation's mean value (4.03).

The table below indicates the sample answers to items related to employee loyalty:

Table -2- Analyzing employees' answers related to the dependent variable: (employee loyalty)

N	The items	mean	deviation Standard	Relative importance
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Empowerment and its impact on employee loyalty -An exploratory study of the opinions of a sample of employees at the University of Mohamed Boudiaf in M'sila (Algeria)

25	There is a policy to attract qualified employees and professionals to the University.	4.15	1.23	63.00
26	Employees have a strong university belonging	4.09	1.33	81.80
27	employees have knowledge and understanding of the university and its objectives.	4.18	1.31	83.6
28	Employees don't want to leave the university even with external financial incentives	3.82	132	76.40
29	The workplace at the university is the favourite place to work	4.16	132	83.20
30	The university has an appropriate incentive system for employees.	4.00	1.43	80.00
31	The administration in the university appreciates the good work and extra effort	4.19	133	83.80
32	You are satisfied with what you are doing and what the university is doing.	4.07	131	81.40
33	The administration encourages and supports new ideas for business development.	4.17	134	83.40
34	The Department offers employees equal opportunities to train and improve their level of work.	4.10	1.35	81.25
	employee loyalty	4.09	1.00	81.80

Source: Prepared by researchers based on SPSS output.

We notice from Table -2- above, that the mean of the dependent variable is equal (4.09) and is greater than the hypothesized mean value (3), which means that the sample answers are oriented towards the agreement and in a standard deviation (1.00), which indicates the consistency of the search sample answers regarding this variable, while the relative importance (81.80%) is an acceptable ratio that confirms the search sample agreement for most workers.

4- Results and discussion

We will test the hypotheses regarding the correlation between search variables, and the hypotheses regarding the effect relationships between them:

4-1. Test hypotheses for the correlation between search variables:

To test the hypotheses for the correlation between independent variables of empowerment dimensions (delegation of authority, teams, motivation) and the dependent variable (employee loyalty), the Z test and spearman's correlation coefficient were used to test the significant correlation relationship between the two variables, as shown in table - 3 - below:

Table - 3 - the correlation coefficient value of spearman and the result of Z tests between the search variables

Independent variables	The dependent variable	correlation coefficient value of Spearman	The value Z calculated	the table Z value.	Explanation
Delegation of authority	Employee loyalty	0.54	3.41	1.96	There is a significant positive correlation between the search variables
Motivation		0.66	4.17	1.96	There is a significant positive correlation between the search variables
Teams		0.74	4.68	1.96	There is a significant positive correlation between the search variables
Empowerment		0.75	4.74	1.96	There is a significant positive correlation between the search variables

Source: Prepared by researchers based on SPSS output.

significant level = 5%

Table -3- above shows a significant correlation between empowerment and loyalty of workers, with the Z value of 4.74 being greater than the Z table Value (1.96), i.e. that the null hypothesis is rejected, and the value of the simple correlation coefficient (Spearman) between the two variables was (0.75), which means that there was a positive correlation relationship between them, and the first hypothesis was rejected, which said "there is no significant relationship between the dimensions of empowerment and the loyalty of employees in the organisation in question."

At the level of correlation of the sub-variables between empowerment and employee loyalty, it is noted from Table -3- that there is a positive significant correlation between the delegation of authority and the loyalty of employees. The Z value calculated at 3.41 is greater than the Z table value (1.96), which means that the null hypothesis is rejected. The value of the simple correlation coefficient (Spearman) between the two variables was recorded around (0.54), i.e. there is a good positive correlation relationship between the delegation of authority and the loyalty of employees.

The Z calculated value (4.17) was greater than the Z table value (1.96), which means that the null hypothesis was rejected. The value of the Spearman simple correlation coefficient between motivation and loyalty of employees reached (0.66), confirming the significance of the positive correlation relationship between them.

table -3- also shows the existence of a positive significant relationship between the teams and the loyalty of employees. The calculated Z value (4.68) is greater than its tabular value (1.96), which means that the null hypothesis is rejected, and the value of the simple correlation coefficient (Spearman) between the two variables is (0.74), which means that there is a good positive correlation between them.

This indicates the acceptance of the three sub-assumptions of the first main hypothesis, i.e. there is a positive correlation relationship between (delegation of authority, teams, and motivation) and the loyalty of employees.

4-2. Test hypotheses about the effect between search variables

To test the effect of the independent variables of empowerment dimensions (delegation of authority, teams, motivation) in the dependent variable (employee loyalty) according to the above hypotheses, the F- test was used to measure the significant effect of each of the empowerment dimension variables in employee loyalty, as well as the value of the coefficient R^2 is shown the ratio of the impact of the independent variable in the dependent variable. Also, the Beta value refers to the change in the dependent variable when the independent variable changes by one unit and the results are as shown in Table – 4 -.

Table - 4- F Test Results to measure the impact of empowerment variables in employee loyalty.

Independent variables	The dependent variable	Constant α	Beta	R Square	F value calculated	Explanation
Delegation of authority	Employee loyalty	0.74	0.69	37.2	23.10	There is a significant effect of the independent variable in the dependent variable
Motivation		0.43	0.86	54.5	46.71	There is a significant effect of the independent variable in the dependent variable
Teams		0.17	0.91	62.8	65.89	There is a significant effect of the independent variable in the dependent variable
Empowerment		0.55	0.88	67.9	82.49	There is a significant effect of the independent variable in the dependent variable

Source: Prepared by researchers based on SPSS output. F table value at a significant level (0.05) And degree of freedom (150,1) =3.904

- **Test the second major hypothesis**

From Table - 4- the calculated F value is 82.49 greater than the F table value of 3.904. This indicates the rejection of the null hypothesis, confirming the existence of a significant effect of empowerment in employee loyalty. We reject the above hypothesis, while the R Square value is 67.9%, representing the effect of the independent empowerment variable on employee loyalty, and the Beta value of the independent variable (empowerment) is (0.88) with a positive sign, which means that the effect is positive in the employee's loyalty variable when the independent variable (empowerment) changes by one unit, which means that the success of the empowerment philosophy of the university requires the need to develop and improve its various dimensions of the delegation of authority, to improve the role of the teams, as well as to motivate staff and others.

At the level of empowerment sub-variables and their impact on employee loyalty, the results are as follows:

- **Test of the first sub-hypothesis (delegation of authority does not affect employee loyalty)**

The calculated F value (23.10) at a significance level (0.05) is greater than the F table value (3.904), which indicates that the null hypothesis is rejected, and this indicates that there is a significant effect relationship of the delegation of authority in the loyalty of employee, so we reject the hypothesis above, whereas the effect was 37.2% as recorded by the R square coefficient value, which represents the ratio of the effect of the delegation of authority in the employee loyalty, and the Beta value of the independent variable (0.69) with a positive sign, which means that the effect is positive in the employee's loyalty variable when the independent variable (delegation of authority) changes by one unit.

- **Test the second sub-hypothesis (teams do not affect employee loyalty)**

The calculated F value (65.89) at a significance level (0.05) was greater than the F table value (3.904), which indicates the rejection of the null Hypothesis, which confirms that there is a significant effect relationship for the teams in employee loyalty. Thus, we reject the above hypothesis, and the value of the R square value was 62.8%, which represents the effect of the independent variable (teams) in the dependent variable (employee loyalty). The Beta value of the independent variable (0.91) with a positive sign, which means that the effect is positive in the employee's loyalty variable when the independent variable (teams) changes by one unit.

- **Test of the third sub-hypothesis (motivation does not affect employee loyalty)**

The calculated F value was 46.71 at a significant level (0.05) greater than the F table value of 3.904. which indicates the rejection of the null Hypothesis, which confirms that there is a significant effect relationship of motivation in the employee loyalty. Thus, we reject the above hypothesis, and the value of R square value was 54.5%, which represents the effect of the independent variable (motivation) in the employee's loyalty variable. the Beta value of the independent variable (0.86) with a positive sign, which means that the effect is positive in the (employee loyalty) variable when the independent variable (motivation) changes by one unit.

4-3. Test Stepwise regression: To determine the most effective independent variables of the empowerment dimensions (delegation of authority, teams, motivation) on the worker loyalty variable, a regress stepwise test has been used to achieve the best linear regression model that represents the studied phenomenon (loyalty of employee) best represented, results obtained as described in Table-5-

Table -5- The results of the Test Stepwise regression to determine the variables that have the greatest impact on employee loyalty

The independent variables are the most	the dependent variable	Constant α	Beta	R Square	F

Empowerment and its impact on employee loyalty -An exploratory study of the opinions of a sample of employees at the University of Mohamed Boudiaf in M'sila (Algeria)

influential of the dependent variable					
Teams x1	Employee loyalty Y	0.17	0.65	56.2	38.3
Motivation x2			0.28	14.6	

Source: Prepared by researchers based on SPSS output. F table value at a significance level (0.05)

And a degree of freedom (149,2) =3.05

We notice from Table -5- above, that the most effective variables of the three empowerment variables are (teams, motivation), with the R square coefficient of the teams (56.2) %, which indicates the ratio of this variable's effect in worker loyalty, while the R square coefficient of the motivation (14.6) %, which is the ratio of its effect in employee loyalty, while the calculated F value (38.3) which is significant at 0.05 level, is higher than the F table value (3.05), which indicates a significant effect for independent variables (teams, motivation) in the loyalty of the employee, so these dimensions of empowerment are an essential and important tool for controlling the loyalty of employees at M'Sila University.

The model that represents the studied phenomenon (employee loyalty) includes two independent variables from the empowerment variables is represented by the following equation:

$$Y = 0.17 + 0.65X_1 + 0.28X_2$$

where: y: Employee loyalty variable

x1: Teams variable

x2: Motivation variable

Conclusion

Empowerment and adopting modern concepts in the field of management is considered a development of the human aspect of the organization, where the participation of workers in proposing goals and making decisions deepens on their belonging to their organization and generates a sense of the importance of their role in the management of the institution, which will inevitably lead to achieving their loyalty to their organization; The study reached the following results and recommendations:

First: Results

- The success of an organization is based on the selection of multi-skilled human resources for any function;
- The success of the empowerment philosophy of the university requires the need to develop and improve its various dimensions of the delegation of authority, to improve the role of the teams, as well as to motivate staff and others;
- The application of modern administrative methods by departments at the university ensures that the quality of workers' loyalty to all personnel working there is maintained;
- The application of empowerment requires clarification of the limits and autonomy between activities, powers, and responsibilities, which makes the organizational environment of the universities aware of its application;
- The recognition by senior management of the importance of applying empowerment to all personnel contributes to the possibility of achieving the loyalty of employees;

- Empowerment implementation requires redesigning the organization's organizational structure in a way that contributes to giving workers freedom of action and independence;
- The difficulty of applying empowerment is in universities that adopt bureaucratic approaches.
- The study established that there is a positive and strong correlation of significant level between the dimensions of empowerment and the loyalty of the employees of the organization in question;
- The study revealed that there is a significant impact relationship between empowerment and the loyalty of employees in the organization in question, which indicates to us that the dimensions of empowerment are an essential and important tool for controlling the loyalty of employees;
- The study found that the “teams” dimension is the most influential dimension of the loyalty of employees in the organization in question, followed by “motivation” while the “delegation of authority” has little effect on employees' loyalty.

Second: Recommendations

- There is a need for more attention and focus on empowerment by focusing on the human component with the design and planning of the various strategies, policies, and programs appropriate to it;
- the need to take into account the focus on the delegation of authority as being the least effective dimension in the loyalty of employees,
- the need to take into account weaknesses in other dimensions, for example, staff motivation;
- The need for the University administration to use the reward and encourage individuals who are willing to apply the concept of empowerment;
- The administration of the university should promote competition and creativity among its personnel and allow skilled persons to be promoted and actively participate in the development of plans;
- The administration of the university should seek to expand the delegation of authority to its employees and to involve them in the design of its policies as well as the decision-making process related to their work, whether through the work of the teams or the work of committees, which will lead to raising their morale and will reinforce the atmosphere of trust and cooperation between the personnel working and the university administration;

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