

The effect of administrative empowerment on the development of organizational citizenship behaviour (field study on a sample of employees at the Algerian Water Corporation in Ain Defla)

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Abstract:

This study aimed to find out the effect of administrative empowerment in developing organizational citizenship behavior among a sample of administrators at the Algerian Water Corporation in Ain Defla. The questionnaire was adopted as the main tool for obtaining the necessary data, which was distributed to an item size of 50. The data was analyzed using a set of statistical methods by adopting the Social Statistical Packages Program (SPSS V23).

The study resulted in no statistically significant effect of the dimensions of administrative empowerment on developing organizational citizenship behavior. The study recommended the necessity of changing work methods, programming training courses for employees, motivating them, and paying attention to consolidating the concept of organizational citizenship behavior and highlighting its positive effects on the individual, the group, and the institution.

The study recommended the necessity of changing work methods, programming training courses for employees, motivating them, paying attention to consolidating the concept of organizational citizenship behavior, highlighting its positive effects and delegating greater powers to administrators, and listening to their ideas and suggestions.

Keywords: administrative empowerment, development, citizenship behavior, competitive capabilities; Human resources.

Jel Classification Codes : M12, M54, D23.

1. Introduction :

The current era is witnessing many rapid developments and successive changes, which has made many institutions face challenges and difficulties that threaten their survival and the continuity of their activity. In the face of these challenges, administrative leaders, with their methods and patterns, have become unable to confront the intensity of competition and achieve the desired level of performance, which has forced them today to turn to using new procedures. Modern ones include administrative empowerment, through which individuals perform voluntary, voluntary behaviors that are not included in the organization's official incentive system, which is called organizational citizenship behavior, which contributes to achieving excellence in performance and enhancing competitive capabilities, and is considered a prominent element in continuous improvement in performance and raising the level of performance. The service provided helps with continuity and survival.

In order to understand the concept of administrative empowerment and the concept of organizational citizenship behavior and to highlight the relationship between them, the problem of the study was represented in the following main question:

To what extent does administrative empowerment affect the development of organizational citizenship behavior in the Algerian Water Corporation in Ain Defla?

To answer the main question, the following sub-questions must be answered:

- 1-What is the concept of administrative empowerment and what are its dimensions?
- 2- What is the concept of organizational citizenship behavior and what are its dimensions?
- 3- What is the relationship between administrative empowerment and organizational citizenship behavior?

Research Hypotheses.

To answer the questions raised within the research requirements, we adopt the following main hypotheses:

There is a statistically significant relationship between administrative empowerment and organizational citizenship in the Algerian Water Corporation in Ain Defla.

From this hypothesis the following sub-hypotheses emerge:

First sub-hypothesis: There is a statistically significant effect between **work teams** and organizational citizenship in the Algerian Water Corporation in Ain Defla

Second sub-hypothesis: There is a statistically significant effect between **delegation of authority** and organizational citizenship in the Algerian Water Corporation in Ain Defla

Third sub-hypothesis: There is a statistically significant effect between **training** and organizational citizenship in the Algerian Water Corporation in Ain Defla.

Fourth sub-hypothesis: There is a statistically significant effect between **effective communication** and organizational citizenship in the Algerian Water Corporation in Ain Defla

Fifth sub-hypothesis: There is a statistically significant effect between **employee motivation** and organizational citizenship in the Algerian Water Corporation in Ain Defla.

Study Importance : The importance of the study lies in the fact that the topic is one of the most important topics of the moment, especially after the inability of many public institutions to face the intensity of competition and achieve the desired level of performance, which has forced them today to resort to using new and modern procedures, including administrative empowerment, through which they can face challenges and difficulties which threatens its survival and continued activity. This study came to clarify the strategy of administrative empowerment to develop organizational citizenship behavior.

Study objectives:

In light of the problem and the hypotheses, we try to clarify the following points:

- Highlighting the concept and importance of administrative empowerment and its dimensions;
- Presenting the concept of organizational citizenship behavior and its dimensions ;
- Explaining the impact of administrative empowerment on developing organizational citizenship behavior in practice.

Structure of the study:

To respond to the problem posed and adopt or reject the established hypotheses, the study was divided into two parts, a theoretical part and a practical part, as follows:

The first axis deals with the theoretical context of the study, starting with defining the concept and importance of administrative empowerment and its dimensions, then presenting the concept of organizational citizenship behavior and its dimensions, and finally explaining the impact of administrative empowerment on developing organizational citizenship behavior.

The second axis was devoted to the field study, which represented presenting the tools and methods used, examining the validity and reliability of the study tool, then presenting the general characteristics of the study sample, the results of the study, and finally testing the hypotheses.

Previous studies

Reviewing previous studies related to the subject of study or part of it, and the knowledge of the researcher, we mention:

Study of (Djouama, 2020):The role of empowerment in supporting the behavior of organizational citizenship in economic institutions – A study of the case of NAFTAL This study aimed to determine the level of employee empowerment, in relation to the behavior of organizational citizenship and thus define the role of employee empowerment to support the practice of organizational citizenship behavior within the NAFTAL enterprise. To achieve the objectives of our research, we conducted a questionnaire conducted with a sample of employees of this company . The results showed a high level of accountability of employees and their organizational citizenship behaviors. It turned out that there is an impact of employee empowerment on organizational citizenship behavior, as we have not found a degree of divergence related to personal variables.

Study of (Bghdaoui, 2020) Impact of Managerial Empowerment on Strengthening the Organizational Affiliation of workers - Field study at the National Company for detergents and Maintenance Materials (Lakhdaria Unit)This study aimed to measuring the impact of managerial empowerment on the organizational affiliation of employees at the production unit of the National Company for detergents and Maintenance Materials, which targeted a sample of 79 permanent workers at the middle and lower management levels. For the purpose of achieving the objectives of the study, the questionnaire was used as a basic tool for collecting study data. The study found that the level of both managerial empowerment and organizational affiliation was medium and that there was an impact on the organizational affiliation of workers, since the average level of managerial empowerment had negatively affected the organizational Affiliation's level of the member's sample.

Study of (Latissa & Drarni, 2020) The role of empowerment in achieving employee creativity Case Study of Algeria Telecom company in Biskra province this study aimed to identifying the role of the empowerment in achieving employee creativity in Algeria Telecom company in Biskra province. the empowerment became one of the main reasons for the appearance of the second row leaders and administrators and that makes it one of the most important guarantees for the continuity of any organization. for gathering information, we designed a questionnaire using a sample composed of 62 population, but we got just 54 of the questionnaire back. And what concerns the analytical part we used the SPSS statistical software to analyze the data gathered. results, we have concluded that

the empowerment with its different aspects (Delegation of authority, training, Stimulus), has a great role in empowerment in our company sample.

2.Theoretical framework of administrative empowerment and organizational citizenship behavior

Administrative empowerment is considered one of the contemporary concepts in administrative thought that focuses on releasing human energy and self-potential and is considered extremely important and effective in developing and developing human resources. This importance would demonstrate in the human resource organizational citizenship behavior aimed at raising the level of efficiency and effectiveness of institutions. Based on this, we will discuss in this study the most important concepts related to administrative empowerment and the level of organizational citizenship behavior. Many organizations have begun to adopt new methods to deal with and manage the human element, including administrative empowerment, which is one of the most important.

2.1. The concept of administrative empowerment

Concepts varied from one researcher to another, as:

* According to (**bowen and Iuwler**): Empowerment represents the release of the employee's freedom, and this is a state of mind and a cognitive context. Empowerment is a mental state that requires a representation of this state by the individual. (Makhlouf & Aywaj, 2020, p. 48)

* They also defined it as the actual participation on the part of employees in the management of their organizations by making decisions, solving problems, thinking creatively, acting in accordance with what is agreed upon, and bearing responsibility and monitoring the results. (Makhlouf & Aywaj, 2020, p. 61)

* According to (**Shartilin**): The empowerment is the management practice of exchanging information, rewards, and power with employees so that they can make decisions and take the initiative to solve problems and improve service and performance. Empowerment is based on the idea that giving employees skills, resources, power, and opportunities, as well as holding them accountable for the results of their work, will contribute to Increasing their efficiency and satisfaction. (Al-Jughairy, 2018, p. 32)

* (**David and Stanel**) defined it as giving employees more authority, knowledge, and resources necessary to achieve the organization's goals (Al-Mutairi, 2019, p. 27)

* As for (**Abu Al-Majd**), He defined it as the participation of subordinates with their superiors in decision-making within a framework of work based on defining responsibility, mutual trust, and training for excellence in achieving the organization's goals. (Al-Jughairy, 2018, p. 54)

Through the concepts presented, we derive the following definition: "Administrative empowerment is a set of administrative practices designed to empower employees. It means finding an appropriate work mechanism that achieves the company's goals through training and developing employees, and providing an effective communications environment that enables them to obtain information and thus achieve customer satisfaction".

2.2. The importance of administrative empowerment

The importance of empowerment is highlighted through the following:

- It makes organizations extremely flexible and able to learn and adapt in order to catch up with the competition, meet customer demands, and maintain and expand their market share.

- It gives employees broad authority in carrying out their tasks and increases the connection between them.
- It works to develop employees' skills (Baqabd, 2018, p. 17)
 - Achieving job satisfaction when feeling freedom of action, participation and independence.
- Increasing opportunities for creativity and innovation by encouraging the spirit of initiative and creative thought.
- Acquiring knowledge and skills by engaging the worker in training programs to gain new knowledge.
- Developing the level of employee performance. As a result of the employee's feeling of satisfaction, performance improves.
- The employee's feeling of the meaning of the job. The potential employee feels the value of the work to a greater degree than others.
- Achieving the level of productivity quantitatively and qualitatively is the result of encouragement and the provision of moral and material incentives. (Ferroukhi, 2020, p. 122)

2.3. Dimensions of administrative empowerment.

Administrative empowerment includes a set of dimensions upon which it is based in achieving its goals, including:

* **Delegation of authority:** Delegation is defined as making the administrative head give some of his powers to some of his subordinates to exercise them without referring to him, while his responsibility remains for those delegated powers. It is also known as giving responsibility and granting the necessary powers to the employee for the purpose of enabling him to invest his skills to serve the organization. (Hiles, 2020, p. 186)

* **Training and learning:** Employees gain experience that qualifies them to work and assume responsibilities. Therefore, the organization's success in empowering its employees lies in providing training programs for its employees to assume responsibility, make decisions, work as a team, and manage conflicts.

* **Work teams:** They are defined as a group of individuals who form interconnected entities whose members share a common goal, for which they work. It creates enthusiasm among individuals to improve productivity through teamwork. It is considered one of the basic mechanisms for applying this approach to administrative development and improvement. It supports the relationship between the different administrative levels and coordinates All differences, if any, between them (Al-Subaie, 2017, p. 541)

* **Motivation:** Incentives are a tool through which desire and enthusiasm are transmitted and are reflected in employing ability to achieve specific goals. Therefore, management seeks through them to urge employees to improve performance. It has been proven that motivating managers has an influential role in the confidence of subordinates in their superiors, which results in increasing organizational loyalty and developing the quality of services provided. It can be said that one of the duties of the administrator in any organization is to ensure the development of performance efficiently and effectively, by motivating individuals to exert their efforts in order to achieve the best results.

* **Communication:** One of the factors required for interaction between superiors and subordinates, and coordination of work between the various units in the organization and its multiple levels, is good communication for transferring, exchanging and providing information within the organization. Therefore, it is important that administrative empowerment plays a major role in developing communication skills among the group and dealing in a manner The organization benefits from it, and communication is an essential process for success by establishing the foundations and standards for monitoring performance and conducting corrective actions.

Despite the prevalence of empowerment as a term and an approach applied by many institutions in various forms, this term remains beyond understanding and clarity for many, such that some see it as delegation of authority and powers, while others see that delegation of authority is only a part and form of its forms, and that empowerment is the restoration of freedom that was stolen from people. The individual already possesses this by nature and the mental and sensory capabilities that enable him to carry out his work independently and freely.

3. Concept and dimensions of organizational citizenship behavior

Organizational citizenship behavior is defined as those individual voluntary or abstinent efforts of a voluntary, non-coercive nature, and all positive spontaneous actions, as well as innovative contributions stemming from the personal choice of additional roles that the individual can perform in working within the organization with self-motivation without any external incentive, and which go beyond the official boundaries and exceed the job description. It does not fall within work instructions and contracts and is not directly subject to the system of rewards and penal penalties. These honest, inexpensive behaviors are directed either to achieve the interest of specific individuals or groups within the organization or to improve the efficiency and effectiveness of the organization as a whole. (Al-Subaie, 2017, p. 544)

There is no agreement between writers and researchers about a specific definition of the dimensions of organizational citizenship behavior.

Below we mention the most important classifications presented by researchers for the dimensions of organizational citizenship behavior.

***Altruism**: It is a voluntary behavior that individuals perform voluntarily to help their colleagues at work, such as solving work-related problems, helping and guiding new employees, explaining to them how tasks are performed and roles, or helping an employee who is absent from work to complete the accumulated tasks (Chalabi & Kabkoub, 2020, p. 122)

.***Politeness**: It is represented by the individual's attempt to prevent work-related problems from occurring, his awareness of the influence of others, not exploiting the rights of others, and avoiding causing problems with them (Bacheich, Abdesselam, & Dahmani, 2020, p. 546) .

* **Sportsmanship**: If dependency among employees in organizational life is one of the facts of organizational life, then the other fact is that the individual must sometimes endure a kind of frustration, discomfort, and even stress, within certain limits. Employees have the right to write down their complaints when work events include some difficulties, but increasing this Complaints may exceed the administrative capabilities and the managers' ability to endure, and thus the employee bears any troubles or annoyances that occur in the work environment without complaining, and be tolerant, patient, and adaptable to exceptional circumstances, and this falls within the practices and behaviors of organizational citizenship (Narora & Tei, 2020, p. 501)

* **Conscientiousness**: This is what has been called general obedience, which includes the employee doing more than the minimum requirements of the job to perform the official role. (Ahmed-Messaoud & Aichouche, 2020, p. 289)

* **Civilized behavior**: It means a high level of interest in the organization, support, participating responsibly in matters related to the organization, and ensuring its success and development, such as participating in organizational events, attending informal meetings, actively participating and submitting suggestions, and keeping up with the changes and developments that affect the organization (Bouzzar & Salmi, 2021, p. 664)

4. The relationship between administrative empowerment and organizational citizenship behavior.

The administratively capable employee realizes the value of work to a greater extent than others, especially when he senses his control over the work tasks and realizes the value of himself and his role in influencing the results. He feels that he is an important element with his role and contribution that is in the interest of the organization. He sees things from a comprehensive perspective and not just from a perspective. The angle of the work he does is separate, but he sees what he does as a link within other links that all lead to achieving common goals.

From the above, we conclude that the relationship of administrative empowerment to organizational citizenship behavior appears through its relationship with the following elements, which represent the determinants of organizational citizenship.

-**Achieving job satisfaction** is one of the most important benefits achieved from the results of worker empowerment. The feeling of freedom of action, participation and independence at work are among the factors that lead to increased workers' satisfaction and their feeling of happiness and comfort in the workplace.

- **Administrative empowerment** is considered one of the most important methods that modern organizations rely on in order to achieve their goals, especially since empowerment is based on a new philosophy in directing the relationship between management and workers and achieving quality and public satisfaction. Administrative empowerment also works directly to raise workers' morale, raise their ability to bear responsibility, and thus raise their level of organizational loyalty.

-**Empowerment** represents a radical shift in culture, so adopting empowerment in the management environment means focusing fundamentally on the process of change in policies, practices, and organizational structure to create a supportive climate for the organization. The level of empowerment will vary from one organization to another because it depends on the extent to which the organization's culture and organizational structure encourage and facilitate the empowerment process. (Kabir, 2021, p. 50)

5. Field study: Method and procedures

In order to project the theoretical aspect onto practical reality and to obtain results making it possible to respond to the problem posed and to test the established hypotheses, the following was used:

5.1.Questionnaire: The questionnaire aims to identify the degree of the impact of administrative empowerment on organizational citizenship at the Algerian Water Corporation in Ain Defla. We prepared a questionnaire that includes a set of paragraphs that were selected and formulated based on the information we collected on the subject as well as using previous studies. This questionnaire consists of three axes in which:

- **The first axis:** contains the personal data of the sample members.
- **The second axis:** It contains the statements related to the independent variable of the study, which is administrative empowerment, and includes 23 statements,
- **The third axis:** It includes statements related to the dependent variable of the study, which is organizational citizenship in an institution, and includes 20 statements.

The method of answering in all sections was by placing a mark (x) in the box that the respondent deems appropriate.

A five-point Likert scale was used to evaluate the answers of the study sample.

Table No. (01): Levels of evaluation of the five-point Likert scale.

Categories	Likert scale scores	Evaluation level
[1 – 1.80]	not agree	Very weak
[1.80 – 2.6]	Strongly disagree	Weak
[2.61 – 3.4]	Neutral	middel
[3.41 – 4.2]	agree	high
[4.2 – 5]	Strongly agree	Very high

Source: Prepared by the researcher based on the results of SPSS

5.2. Testing the stability of the study tool (Cronbach's alpha reliability coefficient):

It means that this questionnaire will give the same result if it were redistributed more than once under the same conditions and conditions, or in other words, it means stability in the results of the questionnaire and not changing them significantly, even if it was redistributed to the sample members several times during certain periods of time, and this has been verified. From the reliability of the questionnaire using the Cronbach's Alpha coefficient method, the following table shows the following:

Table No. (02): Results of Cronbach's alpha coefficient test

Questionnaire Axis	Number of sentences	Coefficient alpha	Validity coefficient
1- Administrative empowerment	7	0.886	0.941
2- Organizational citizenship	7	0.865	0.930
All axes	21	0.900	0.948

Source: Prepared by the researcher based on the results of SPSS

We note from Table (2) above that all Cronbach's alpha reliability coefficients are high, as it was estimated in the administrative empowerment axis at (0.886), while in the organizational citizenship axis it was estimated at (0.865), and the result for the reliability of the scale as a whole was (0.900), which are all High reliability coefficients make the study tool stable and reliable.

5.3. Statistical methods used

In order to analyze the results, we used the Spss23 program to transcribe and code the answers and statistically analyze the data, and through it we adopted the following statistical methods:

- Cronbach's alpha reliability coefficient in order to test the stability of the study tool;
- Pearson correlation coefficient to calculate the degree of correlation and relationship between study variables;
- Frequencies and percentages in order to display sample characteristics;
- Arithmetic averages and standard deviations with the aim of revealing the direction of the sample members and the direction of the questionnaire questions;
- One way anova test to test the differences;
- A simple linear regression model to explain the relationship between the dependent and independent variables;
- Multiple linear regression model to explain the relationship between study variables.

5.4. Analysis of demographic information

Demographic information that describes the study sample can be displayed in the following table:

Table No. (03): Description of the characteristics of the study sample

Variable	Distribution standard	Repetition	%
gender	male	31	62
	female	19	38
sum		50	100
Age	Under 25 years old	03	06
	From 26 to 35 years	09	18
	From 36 to 45 years	24	48
	More than 46 years	14	28
sum		50	100
scientific qualification	specialized diploma	23	46
	bachelor's degree	22	44
	postgraduate certificate	05	10
sum		50	100
years of experience	Under 05 years old	03	06
	From 06 to 15 years	18	36
	From 16 to 25 years	15	30
	More than 26 years	14	28
sum		50	100
job or function	senior executives	25	50
	control agents	17	34
	implementation agents	08	16
sum		50	100

Source: Prepared by the researcher based on the results of SPSS

From Table No. 04 we note that:

***Variable (gender):** The highest percentage of the study sample members are male, as their number reached 31, representing an estimated rate of 62%, while the female sample members reached 19, representing an estimated rate of 38%, i.e. a high percentage of male workers in the Algerian Water Corporation in Ain. Oleander in contrast to a decrease in the percentage of female workers, and this is due to the nature of the work of the studied sample, which is of an administrative nature.

*** Variable (Age):** The majority of employees are between the ages of (36 and 45 years) out of the total sample size, at a rate of 48%, meaning their number is estimated at 24 employees, followed by the category of employees over the age of (46 years), whose number is estimated at 14 employees. That is, 28% of the sample, followed directly by the category of employees between the ages of (26 and 35 years), whose number was estimated at 9 employees, or 18% of the sample. Then comes the smallest category (under 25 years), estimated at 3 individuals, representing 6% of the sample. .

***Variable (scientific qualification):** The largest percentage of the sample members, 23, have a specialized diploma, where their percentage reached 46% of the total size of the sample, followed by a bachelor's degree, where their number reached 22 individuals, with a percentage of 44%. Finally, we find those with a postgraduate certificate, where their number reached 5 individuals, 10%, and therefore we can say that the studied sample is scientifically qualified, and this is considered a positive factor for the Algerian Water Corporation of Ain Defla.

*** Variable (years of experience "seniority"):** We note that 18 employees whose experience ranges from 6 to 15 years, i.e. 36% of the total size, while the number of employees whose experience ranges from 16 to 25 years is 15 employees, i.e. 30%. The category of individuals with more than 26 years of seniority came in third place, with an estimated number of 14 employees, representing 28% of the total size. Finally, the category of individuals with less experience (less than 5 years), numbering 3,

meaning 6%. This is all positive and indicates that employees possess diverse experiences. It qualifies them to practice their administrative functions, and the experience was average as an inevitable result of the age group and educational level enjoyed by the sample members.

*** Variable (job or function):** Most of the sample members are senior executives, as their number reached 25 individuals, equivalent to 50% of the total size of the sample, and the number of employees who belong to control agents reached 17 individuals, equivalent to 34%. As for the category the latter numbered 08 members of implementation agents, at a rate of 16%. This result can be linked to the fact that the majority of the members of the study sample belong to the senior executive corps, due to the nature of the work and the distribution of tasks within each department, and this is clearly evident within its organizational structure.

5.5. Analyzis of the results of each axis

***First axis :** The overall arithmetic mean for the administrative empowerment axis reached 3.81 with a high response rate, which indicates that the administrative empowerment of the Algerian Water Corporation’s workers is characterized by a high level and a standard deviation of 0.899, which indicates that there is no significant discrepancy between the answers of the sample members.

***Second axis:** The overall arithmetic mean for the administrative empowerment axis reached 4.27 with a very high degree of importance, which indicates that the members of the study sample strongly agree that there is high organizational citizenship within the institution, and a standard deviation of 0.685, which indicates that there is no significant discrepancy between the answers of the sample members.

5.6. Hypothesis testing

Through this section, we will measure the level of both the independent variable of the study, which is administrative empowerment, and the dependent variable, which is organizational citizenship among the employees of the Algerian Water Corporation in Ain Defla, as well as clarify the analysis of the relationship between them, and this is through testing the study hypotheses as follows:

***Main hypothesis:**

There is a statistically significant relationship between administrative empowerment and organizational citizenship in Algerian water corporation in Ain Defla

• **Null hypothesis H₀:** There is no statistically significant effect of administrative empowerment and organizational citizenship in the Algerian Water Corporation in Ain Defla at the significance level (0.05).

• **Alternative hypothesis H₁:** There is a statistically significant effect of administrative empowerment and organizational citizenship in the Algerian Water Corporation in Ain Defla at a significance level (0.05).

To test the hypothesis, we perform a simple linear regression analysis:

Table No. (04): Simple linear regression model

the field	Correlation Coefficient R	Coefficient of determination	Probability value
Administrative empowerment and organizational citizenship	0.144	0.047	.000

Source: Prepared by the researcher based on the results of SPSS

It is clear from the table above (n° 04) that the independent variable (administrative empowerment) is related to the dependent variable of (organizational citizenship) by (0.14), which is a weak positive correlation.

We also note that the coefficient of determination reached (0.047), meaning that the independent variable (administrative empowerment) explains (4.7%) of the variable occurred in the dependent variable (organizational citizenship) for employees of the Algerian Water Corporation in Ain Defla, while the remaining percentage (95.3%) is due to other factors affecting the dependent variable “organizational citizenship” that were not taken into account in this model.

Model testing:

Table No. (5): anova test for model coefficients

Modèle	Somme des carrés	Ddl	Carré moyen	F	Sig
Régression	0.990	5	0.198	1.485	0.214
Résidu	5.865	44	0.133		
Total	6.855	49			

Source: Prepared by the researcher based on the results of SPSS

The results of the table above (n°5) show that the validity of the model to test the hypothesis that there is a relationship between administrative empowerment and organizational citizenship is not stable, based on the value of the calculated Fisher coefficient (F) of (1.485), and the significance level for this test was greater than the significance level (0.05). Based on the validity of the model, we can Denial of the absence of a statistically significant relationship between administrative empowerment and organizational citizenship in the Algerian Water Corporation in Ain Defla.

Following what was mentioned above, we can point out that **there is no relationship between the dependent variable (organizational citizenship) and the independent variable (administrative empowerment), and this negates the main hypothesis.**

*** Sub-hypotheses:**

We perform multiple linear regression analysis of the independent sub dimensions: **(Work teams, delegation of authority, training, effective communication, motivating employees).**

No. (6): Testing the multiple linear regression model.

Modèle	Coefficients non standardisés		Coefficients standardisés	T	Sig	
	B	Erreur standard	Beta			
1	Constante	3.224	0.498	6.473	.000	
	Work teams	-0.005	0.125	-0.006	-0.037	.970
	Delegation of authority	0.074	0.120	0.132	0.617	.540
	Training	0.104	0.105	0.168	0.998	.324
	Effective Communication	0.067	0.094	0.130	0.712	0.480
	Motivating employees	0.030	0.071	0.076	0.421	0.676

Source: Prepared by the researcher based on the results of SPSS

The first sub-hypothesis:

There is a statistically significant effect between **work teams** and organizational citizenship in the Algerian Water Corporation in Ain Defla

- **Null hypothesis H₀:** There is no statistically significant effect of work teams on organizational citizenship in the Algerian Water Corporation in Ain Defla at the significance level (0.05).

- **Alternative hypothesis H₁:** There is a statistically significant effect of work teams on organizational citizenship in the Algerian Water Corporation in Ain Defla at a significance level (0.05).

Since the correlation is statistically significant at a significance level of $\alpha = 0.05$ and the significance value Sig for the first sub-dimension related to the work team reached: 0.970, which is more than 0.05, which makes us accept the null hypothesis H₀ and reject the alternative hypothesis H₁, which enables us to conclude that **work teams have no relationship statistically significant correlation with organizational citizenship in the Algerian Water Corporation in Ain Defla.**

The second sub-hypothesis:

There is a statistically significant effect between **delegation of authority** and organizational citizenship in the Algerian Water Corporation in Ain Defla

- **Null hypothesis H₀:** There is no statistically significant effect of **delegation of authority** on organizational citizenship in the Algerian Water Corporation in Ain Defla at the significance level (0.05).

- **Alternative hypothesis H₁:** There is a statistically significant effect of **delegation of authority** on organizational citizenship in the Algerian Water Corporation in Ain Defla at a significance level (0.05).

Looking at the table above, we see that the Sig value for the second sub-dimension related to delegation of authority reached: 0.540, which is more than 0.05, which makes us accept the null hypothesis H₀ and reject the alternative hypothesis H₁, meaning that **delegation of authority** has no statistically significant correlation with organizational citizenship in the Algerian Water Corporation in Ain Defla.

The third sub-hypothesis:

There is a statistically significant effect between **training** and organizational citizenship in the Algerian Water Corporation in Ain Defla

- **Null hypothesis H₀:** There is no statistically significant effect of **training** on organizational citizenship in the Algerian Water Corporation in Ain Defla at the significance level (0.05).

- **Alternative hypothesis H₁:** There is a statistically significant effect of **training** on organizational citizenship in the Algerian Water Corporation in Ain Defla at a significance level (0.05).

The Sig value for the third sub-dimension related to training was: 0.324, which is more than 0.05, which makes us accept the null hypothesis H₀ and reject the alternative hypothesis H₁, meaning that **training** does not have a statistically significant correlation with organizational citizenship in the Algerian Water Corporation in Ain Defla.

The fourth sub-hypothesis:

There is a statistically significant effect between **effective communication** and organizational citizenship in the Algerian Water Corporation in Ain Defla

- **Null hypothesis H₀:** There is no statistically significant effect of **effective communication** on organizational citizenship in the Algerian Water Corporation in Ain Defla at the significance level (0.05).
- **Alternative hypothesis H₁:** There is a statistically significant effect of **effective communication** on organizational citizenship in the Algerian Water Corporation in Ain Defla at a significance level (0.05).

The Sig value for the fourth sub-dimension related to effective communication reached: 0.480, which is more than 0.05, which makes us accept the null hypothesis H₀ and reject the alternative hypothesis H₁, meaning that **effective communication** does not have a statistically significant correlation with organizational citizenship in the Algerian Water Corporation in Ain Defla.

The fifth sub-hypothesis:

There is a statistically significant effect between **employee motivation** and organizational citizenship in the Algerian Water Corporation in Ain Defla

- **Null hypothesis H₀:** There is no statistically significant effect of **motivating employees** on organizational citizenship in the Algerian Water Corporation in Ain Defla at the significance level (0.05).
- **Alternative hypothesis H₁:** There is a statistically significant effect of **motivating employees** on organizational citizenship in the Algerian Water Corporation in Ain Defla at a significance level of (0.05).

The Sig value for the fifth sub-dimension related to motivating employees reached: 0.676, which is more than 0.05, which makes us accept the null hypothesis H₀ and reject the alternative hypothesis H₁, meaning that **employee motivation** has no statistically significant correlation with organizational citizenship in the Algerian Water Corporation in Ain Defla.

6. Conclusion:

One of the recent trends of organizations is the great interest in their human resources by adopting the modern concept of “administrative empowerment,” which is considered one of the most important features of modern management, which is mainly concerned with establishing and creating trust between management and workers, motivating them and participating in decision-making, and breaking internal administrative and organizational boundaries between management and workers. , which inevitably reflects on the development of organizational citizenship behavior.

In light of the importance of administrative empowerment, we prepared this study in an effort to identify the relationship between administrative empowerment and organizational citizenship behavior among employees of the Algerian Water Corporation in Ain Defla.

Recommendations

- Changing work methods and creating new ways to eliminate boredom and routine to improve performance, as well as providing physical means to work comfortably;
- Programming training courses for workers in their field of specialization in order to develop employees’ capabilities;
- Work to motivate employees to increase their capabilities and make them aware of their importance in embodying organizational citizenship behavior;
- Delegating greater powers (granting powers) to administrators and opening the way for them to participate in decision-making and hear their ideas and suggestions;

- Paying attention to consolidating the concept of organizational citizenship behavior among employees at various administrative levels by holding courses and seminars to highlight organizational citizenship behavior;
- Highlighting the positive effects of organizational citizenship behavior for the individual, the group and the institution.

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