

Relationship between Employees Empowerment and Teamwork performance -An analytical study of the opinions of a sample of individuals working in Algeria Telecom in Jijel-

العلاقة بين تمكين العاملين وأداء فريق العمل – دراسة تحليلية لآراء عينة من الأفراد العاملين بمؤسسة اتصالات الجزائر بجيجل-.

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Abstract:

This study aims to identify the relationship between employees empowerment and team performance. This was done through a field study on a sample of 50 employees working in the operational directorate of Algeria Telecom Corporation in the wilaya of Jijel. The descriptive analytical method is adopted and a questionnaire is used as a tool for data collection. The data is analyzed using the statistical package for social sciences program (spss). The study concludes that there is a positive strong statistically significant direct correlation at the level of significance (0.05) between employees empowerment and the performance of the work team, where the value of the correlation coefficient is estimated at (0.673).

Keywords: Employees empowerment; Teamwork performance; participation in decisions- making; Freedom at work.

Jel Classification Codes : XNN ; XNN

ملخص:

تهدف هذه الدراسة إلى التعرف على العلاقة بين التمكين الإداري وأداء فريق العمل من خلال دراسة ميدانية على عينة مكونة من 50 موظف العاملين بمؤسسة اتصالات الجزائر –المديرية العملية- لولاية جيجل، باعتماد المنهج الوصفي التحليلي وباستخدام الاستبانة كأداة لجمع البيانات، وتم تحليل البيانات بالاعتماد على برنامج الحزم الإحصائية للعلوم الاجتماعية (spss)، توصلت الدراسة إلى وجود علاقة ارتباطية موجبة طردية قوية ذات دلالة إحصائية عند مستوى معنوية (0.05) بين التمكين الإداري وأداء فريق العمل، حيث بلغت قيمة معامل الارتباط (0.673).

الكلمات المفتاحية: تمكين العاملين، أداء فريق العمل، المشاركة في القرارات، الحرية في العمل.

تصنيف Jel: XNN ; XNN

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Introduction:

The rapid and successive changes and developments that the world is witnessing in all fields and the intensification of competition have prompted organizations to adopt new management concepts. The most important of which are employees empowerment and team work. Organizations have become operating in a more turbulent environment, which made them more in need of renewal and flexibly when dealing with the variables of the environment in order to be able to continue and compete. Thus, this led to directing attention to the human element as a primary source for creating competitive advantage. No organization, regardless of its capabilities, can maintain its competitive position without improving the level of performance. Therefore, many organizations have been forced to replace hierarchical organizational structures that are characterized by stagnation with horizontal structures that are based on work teams to achieve better levels of performance

I-Methodology:

I -1- Study problematic:

Employees empowerment, which is considered a way to explode the creative energies of human resources in the organization, is one of the main pillars of modern management and it has received increasing attention by academics and those interested in human resource management. The work team came hand in hand with the emergence of the first signs of employees empowerment to be able to respond and adapt to the requirements of the external environment and to create favorable conditions for achieving excellence and success in light of the intensification of competition and the increase in environmental challenges. Organizations' reliance on work teams has become an important method to achieve outstanding performance. The telecommunications sector, like other institutions, faces great challenges, which makes it in need to implement modern administrative methods that enable it to keep abreast of developments and keep pace with the ever-changing and ever-renewing needs of customers.

From the above, our study problematic can be presented as follows:

- Is there a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between employees empowerment and the performance of the work team in the operational directorate of Algeria Telecom Corporation in the wilaya of Jijel?

Based on the main problematic, we ask the following sub-questions:

- Is there a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between participation in decision-making and the performance of the work team in the operational directorate of Algeria Telecom Corporation in the wilaya of Jijel?

- Is there a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between freedom at work and the performance of the work team in the operational directorate of Algeria Telecom Corporation in the wilaya of Jijel?

I-2- Study hypotheses:

Based on the study's main problematic, the following hypotheses are adopted:

Main hypothesis:

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- There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between employees empowerment and the performance of the work team in the operational directorate of Algeria Telecom Corporation in the wilaya of Jijel.

From this hypothesis, the following hypotheses are derived:

- There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between participation in decision-making and the performance of the work team in the operational directorate of Algeria Telecom Corporation in the wilaya of Jijel.

- There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between freedom at work and the performance of the work team in the operational directorate of Algeria Telecom Corporation in the wilaya of Jijel.

I-3- Study significance:

The attention given to the human resource outweighs other financial and technical matters. The emergence of employees empowerment is one of the manifestations of interest in the human resource, and it is one of the modern and important administrative concepts in the current era that leads towards achieving continuity, success and excellence. This is in addition to the importance of relying on work teams instead of rigid organizational structures, which makes work more flexible and keep pace with developments in the external environment.

I-4- Study Objectives:

This study aims to achieve the following objectives:

- Shedding light on one of the entrances to modern administrative thought, which is the process of employees empowerment and work teams.

- Identifying the relationship between employees empowerment and the performance of the work team through the dimensions of administrative empowerment represented in participation in decision-making and freedom to work in the operational directorate of Algeria Telecom Corporation in the wilaya of Jijel.

- Reaching conclusions and recommendations that can help Algeria Telecom to improve its performance and develop its services.

I-5- Study Approach:

In line with the study problematic, and given the nature of the topic, which aims to know the relationship between employees empowerment and team work performance, the descriptive and analytical approach has been relied upon as it is the appropriate approach for this type of studies. We relied on various previous scientific publications and on analysis to extract the relationship between the study variables through a field study to project theoretical concepts on the ground in the institution under study.

I-6- Study population and sample:

The study population, represented by the Algeria Telecom Corporation for the state of Jijel, consists of all the employees of the Algeria Telecom Company in the state. This institution was chosen for the study's applied part because it represents a large economic sector in Algeria in general and the

state of Jijel in particular. The size of this population when conducting the field study is estimated at (275) individuals, where a simple random sample is selected from the study population because of the difficulties represented in hesitation and sometimes some respondents' refusal to answer. 50 questionnaires were distributed to the respondents. The number of the retrieved questionnaires, which were valid for statistical analysis of the available sample, is estimated at 45, which is a statistically sufficient percentage to obtain results that represent the study population.

I-7- Used Statistical Methods:

The statistical program spss was relied on to analyze and process data through various tools and methods, which are as follows:

Cronbach's alpha stability coefficient in order to measure the validity and reliability of the research tool, and the descriptive statistics measures (arithmetic means, standard deviations) were relied on to describe the characteristics of the study sample members.

I-8- Study tool:

The questionnaire is based on three main axes:

-The first axis: the personal and occupational variables of the respondents.

-The second axis: represented in the statements of the independent variable, which include the paragraphs of administrative empowerment, participation in decision-making (from 01 to 15), freedom of work (from 16 to 38).

- The third axis: represented in the statements of the dependent variable, which include the work team performance paragraphs (from 39 to 57).

II- LITERATURE REVIEW:

Empowerment is not new concept. This concept has come in different cases in most of new scientific resources literatures of management. For example in year's decades 1950, the scientific resource of management was filling of these permissible that managers should have friendship behavioral human relationship in front of their employees. The Empowerment term has been day motto in two decades of 1980 and 1990. In past a few years it has been indicated to empowerment concept in most of books and articles and applying this motto has been practiced for every thing from group organizing to uncontrolled organizations Empowering in subjects such as, psychology and sociology have got roots that refer to past decades even past centuries. (Saremi, 2015, p04, 05)

“In management, the antecedent of using term of empowerment refer to industrial democracy and employees interfering in organizations decision making under various titles of team making, participation, total quality management (TQM). The latest changes that have been accomplished on this subject were named by employee's empowerment” . (Saremi, 2015, P 05).

II-1- Employee empowerment:

Empowerment is a fundamental and important aspect for successful achievement. (Hunjra, Uihag, Akbar, & Yousaf, 2011).Employee empowerment occurs when an employee tends to share his information, enhances his intellectual capability to gain autonomy while making decisions (Karim &

Rehman, 2012). Empowerment encompasses the sharing of power between top management and the lower levels. (Khan, Tarik, Hamayoun, & Bhutta, 2014). Employee empowerment is regarded as a motivational practice that aims to increase the performance by increasing the opportunities of participation and involvement in decision making. It is mainly concerned with developing trust, motivation, participating in decision making, and removing any boundaries between an employee and top management (Meyerson & Dewettinck, 2012). Moreover, (Daft ,2001) explained employee empowerment as proposing employees the power, liberty and occasions to engage them in organizational affairs and making decisions.

From the foregoing, we conclude that employees empowerment consists in delegating powers to employees and giving them more authority, participation in decision-making, freedom at work, and accountability for work results.

II-2- Teamwork Performance:

Team performance is conceptualized as a multilevel process (and not product) arising as team members engage in managing their individual- and team-level task work and teamwork processes. (Kozlowski & Klein, 2000).

Conventionally, “the term is employed for signifying the results of actions and also in identification of an individual and/ or a group which is being productive and efficient”. (Yasamis et al., 2002; Ahadzie et al., 2008 cited in Sheikh et al., p35).

“Team performance can be defined as “it is the objective or subjective judgment of team that how effectively a team can meet its valued objectives”. (Salas et al., 2009 cited in Sheikh et al., p35).

From the foregoing, we conclude that teamwork performance is the sum of the individual contributions of its members.

II-3- Teamwork:

Teamwork is one of the important concepts in organizational behaviour and it has received significant attention from a number of scholars and business practitioners. Previous studies proposed several definitions for teamwork. For instance, Purdy et al (2010) thought about teamwork as a process of organizing groups amongst employees in order to accomplish certain work. Therefore, teamwork is a sort of mutual and collaborative event that is designed to reach a particular goal. (Khuong & Tien, 2013).

II-4- Employee Empowerment and Team Performance:

“Empowerment of employees within a certain degree of autonomy in task achievement provides a useful agility to the knowledge culture of organization, and it enables and motivates the employees to achieve what they intend to achieve with higher level of knowledge sharing among organizational members”. (Oliver et al.,2006 cited in Sheikh et al., P36).

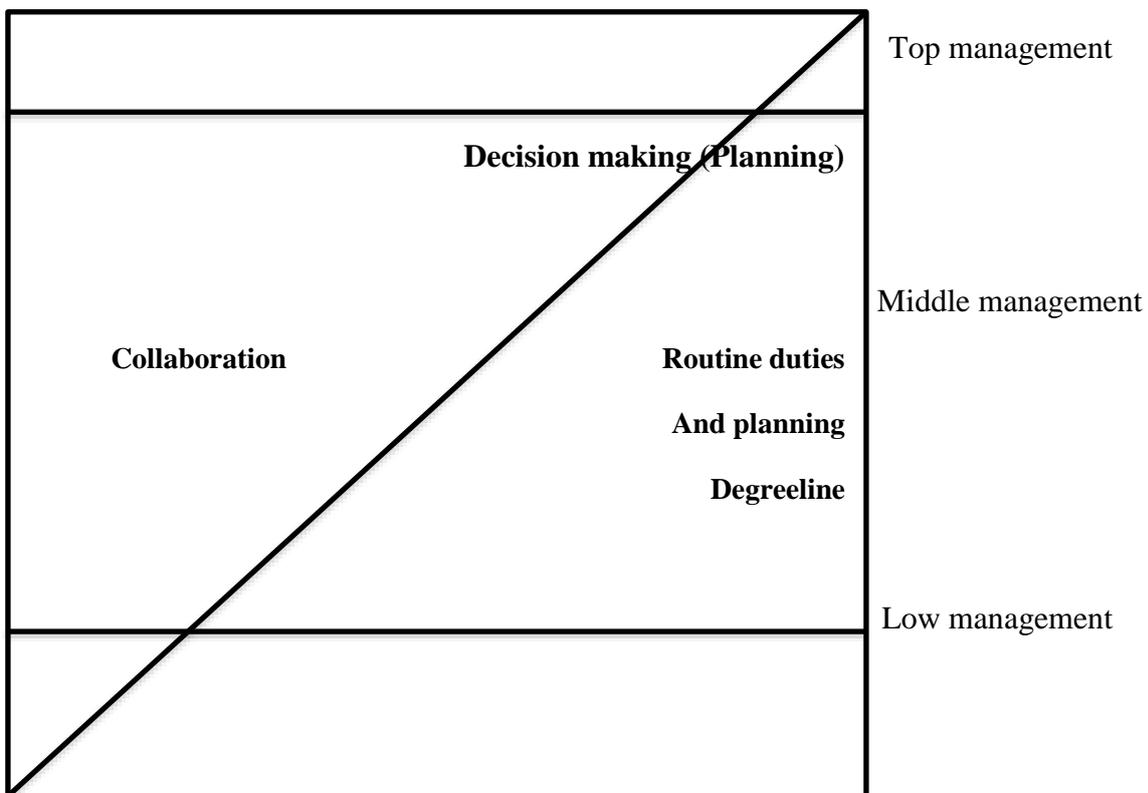
Mullins (2001) asserts that the ideas of job redesign and self- regulating work groups have crystallized around two related concepts generally go together. Mullins goes further to define empowerment as the process of devolving decision-making responsibility and autonomy across and down the hierarchy.

II-5- Empowerment and Its Relation to Decision Making Process:

“Empowerment is a management style where managers share endeavors with the rest of the organizational members. Their influence in the decision-making process or the collaboration in the decision making is not limited to the formal power-with certain characteristics as far as information systems, training, rewarding, power sharing, leadership style and organizational culture are concerned”. (Pardo de Val and Liloyd).

After creating empowered individuals and climate in the organization, we propose the decision making performance of all employees at all levels to be improved as shown in Figure 01.

Figure 01: Collaboration degree of the individuals in the decision making process.



Source: (Demirci & Erbas, 2010, p145).

On the above figure, top level managers have the highest degree of collaboration and planning duties as depicted by the collaboration and planning degree line. Adversely the lower-level managers are expected to have the least degree of collaboration engagement in decision making process and spend their efforts to routine daily tasks more than the higher management levels. If the management at all levels, obey the above division of responsibilities for decision making and routine daily tasks and degree of collaboration (diagonal line), all managers would be expected to contribute the organization at maximum level possible. (Demirci & Erbas, 2010, p145).

“Participative decision making that gives employees the opportunity to make substantive changes in their work is a tool for large-scale organizational change”. (Greengard, 1993).

There has been many different approaches to evaluating and implementing PDM (participative decision making), Latham et al (1994) found that participation in formulating task strategies significantly affected performance effectiveness. Pearson (1991) reported that feedback as part of a participatory decision making process improved performance and productivity as well as job satisfaction.

II-6- Freedom at work:

Freedom at work and in field management is “an opportunity to make management decision independently, using the resources needed for the solution, and act on personal thinking about specific organizational activities within the organizational culture”. (Grudzinski & Sulich, 2019, p07).

“Freedom in work and management might encompass the following features: Open-minded leadership, Self-direction, Self-control, Creative entrepreneurship, Self-motivation, The balance between employee’s and business’ needs, Authority for daily tasks without the manager’s approval, People are less risk-averse”. (Nobless and Staley, 2009 cited in Grudzinski & Sulich, 2019, p07).

Freedom at work can be defined as the ability of employees to select one choice from a group of choices or make decisions without compulsion along with taking responsibility for their choices.

Esayas, D.(2014) examined the Impact of Psychological Empowerment on Employee Performance in Small and Medium Scale Enterprise Sectors. This study explores how psychological empowerment influences employee’s performance in small and medium scale enterprises. The objectives of the study is to present the correlation and impacts or influence of dimensions of psychological empowerment on employee performance. The study is descriptive type of research which is basically employed survey method. For the purpose of this study both qualitative and quantitative research approach were used, Simple random sampling design was used to collect data that were used to assess the four dimensions of psychological empowerment variables. Using a sample of 125 employed individuals of which 102 collected, a 12 item 5 point likert scale of psychological empowerment measurement was developed with subscale reliabilities as follows: meaning (0.861), competence (0.754), self-determination (0.868) and impact (0.885). Similarly an 11 item 5 point likert scale with reliability test of Cronbach Alpha 0.911 was used to measure performance. Primary data is the main source of data and the data were obtained by using questionnaire. To analyze the data inferential statistics were applied to gain an insight about the correlation between the variables and the influences that each variable have on dependent variable with the help of (spss) version 20 software. The outcome from the study indicates that employee empowerment is essential in this era of globalization to enable the organization to respond quickly to any changes in the environment and take the advantage of employee performance. Respect and helping employees in their personal problems, nurturing their competency, letting them to select choices for meeting their needs, giving training, informing and involving them in decision making and rewarding fairly helps to empower as well as increase their performance.

Okechukwu et al. (2015) studied Employee Empowerment and Team-Work in management of change: Technoques, Challenges and Prospects. This study examines employee empowerment and team-working in the management of change in some selected Nigeria organizations. Traditional command and control hierarchies, where higher management directs employee behavior, are less appropriate in today’s business environment. Instead, employees must learn to take initiative, be creative, proactive and accept responsibility for their actions. The hypotheses management of change were tested using z-test. The study found out among others that technique for empowerment

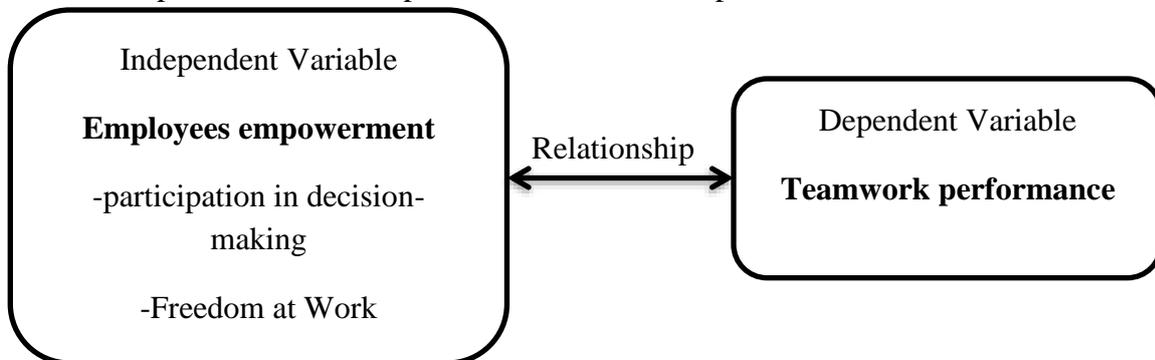
of teams includes changing management roles from supervisory to coaching, delegation and setting realizable goals. It was also identified that allowing employees to suggest and make procedural changes that make their jobs more efficient, companies benefit by saving money. Employee empowerment can lead to increased organizational responsiveness to issues and problems and an increase in productivity, which also lead to a greater degree of employee commitment to organizational goals.

Sheikhet al. (2016) investigated the Determinants of Team Performance and conducted by analyzing relationship of team performance with other independent variables, This study analyzed 150 student evaluations on Team performance from different departments of Quaid-i-Azam University. 150 Questionnaire were distributed out of them 110 questionnaire were received back. The statistical tests conducted in this research include Cronbach’s Alpha, correlation, regression, descriptive tests, and frequency tests. The results indicate that team member involvement; methods of compensation and team member empowerment have significantly positive affect on overall team performance in organizations. This study suggests that teams have a growing influence on organization performance. Team member should be properly involved in team activities, proper methods of compensation and team empowering methods should be adopted by the manager in organization in order to increase team performance

It is clear from previous studies that employees empowerment is of great importance for the organization in general. These studies agree with our current study in that there is either a relationship or an effect of employees empowerment on the performance of employees or work team. Esayas’s study (2014) finds that there is an impact of psychological empowerment on the performance of employees, which is reflected in the improvement of their performance. This study deals with psychological empowerment, while our current study deals with structural empowerment. Moreover, the study of Uzoamaka and others (2015) also finds that empowering employees leads to an easier response and an increase in their efficiency in dealing with organizational problems and commitment to organizational goals, which improves performance. As for the study of Sheikh (2016) on the determinants of team performance, it states that empowering team members has a significant positive impact on team performance in organizations.

II-7- Study model:

The study model consists of the independent variable represented in employees empowerment, which the researcher identifies in two main dimensions: participation in decision-making and freedom at work and dependent variable represented in Teamwork performance.



Source: Prepared by the two researchers based on the reviewed theoretical and applied literature.

III. Data:

III-1- Internal validity:

Table No 01: Internal validity of statements of the participation in decision-making dimension from the axis of administrative empowerment

| Number of statements | Pearson correlation coefficient | The level of significance |
|--|---------------------------------|---------------------------|
| participation in decisions making | | |
| 01 | 0.513 | 0.000 |
| 02 | -0.273 | 0.069 |
| 03 | -0.403 | 0.006 |
| 04 | 0.195 | 0.199 |
| 05 | 0.045 | 0.770 |
| 06 | 0.112 | 0.465 |
| 07 | -0.678 | 0.000 |
| 08 | 0.308 | 0.039 |
| 09 | 0.489 | 0.001 |
| 10 | -0.622 | 0.000 |
| 11 | -0.490 | 0.001 |
| 12 | -0.654 | 0.000 |
| 13 | 0.380 | 0.010 |
| 14 | -0.450 | 0.002 |
| 15 | -0.563 | 0.000 |

Source: Prepared by the two researchers based on SPSS outputs

** The correlation is significant at the 0.01 level of significance

* The correlation is significant at the 0.05 level of significance

From the results of Table No. (01), it is clear that the values of the correlation coefficients between the degree of each statement for the axis of participation in decision-making and the total score for this axis range between (-0.678) and (0.513). As for the significance level, most of the statements (11 out of 15 statements) are less than the level predetermined in this study, which is ($\alpha = 0.05$). This means that the the axis of freedom at work's statements are valid and can measure what they are designed to measure.

Table No 02: Internal validity of statements of freedom to work dimension from the axis of employees empowerment

| Number of statements | Pearson correlation coefficient | The level of significance |
|------------------------|---------------------------------|---------------------------|
| Freedom at work | | |
| 16 | 0.456 | 0.002 |
| 17 | -0.397 | 0.007 |
| 18 | -0.568 | 0.000 |
| 19 | 0.581 | 0.000 |
| 20 | 0.469 | 0.001 |
| 21 | 0.534 | 0.000 |
| 22 | 0.432 | 0.003 |
| 23 | 0.636 | 0.000 |
| 24 | 0.292 | 0.052 |
| 25 | 0.530 | 0.000 |
| 26 | -0.494 | 0.001 |
| 27 | 0.562 | 0.000 |
| 28 | 0.563 | 0.000 |
| 29 | -0.455 | 0.002 |
| 30 | -0.599 | 0.000 |
| 31 | 0.593 | 0.000 |
| 32 | 0.342 | 0.021 |
| 33 | 0.648 | 0.000 |
| 34 | 0.655 | 0.000 |
| 35 | 0.578 | 0.000 |
| 36 | 0.337 | 0.024 |
| 37 | 0.319 | 0.033 |
| 38 | -0.543 | 0.000 |

Source: Prepared by the two researchers based on SPSS outputs

** The correlation is significant at the 0.01 level of significance

* The correlation is significant at the 0.05 level of significance

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It is clear from the results of Table No. (02) that the values of the correlation coefficients between the degree of each work team performance axis statements and the total score for this axis range between (-0.599) and (0.655), most of which are positive. Moreover, the significance level for each of them is less than the level predetermined in this study, which is ($\alpha = 0.05$), except for statement No. (24), which means that the statements of the axis of freedom to work are valid and can measure what they are designed to measure.

Table No 03: Internal validity of the statements of the work team performance axis

| Number of statements | Pearson correlation coefficient | The level of significance |
|----------------------|---------------------------------|---------------------------|
| 39 | 0.384** | 0.009 |
| 40 | 0.403 | 0.006 |
| 41 | 0.514 | 0.000 |
| 42 | 0.492** | 0.001 |
| 43 | 0.506** | 0.000 |
| 44 | 0.649** | 0.000 |
| 45 | 0.324 | 0.030 |
| 46 | 0.460 | 0.001 |
| 47 | 0.484** | 0.001 |
| 48 | 0.471** | 0.001 |
| 49 | 0.616** | 0.000 |
| 50 | 0.790 | 0.000 |
| 51 | 0.644 | 0.000 |
| 52 | 0.400** | 0.006 |
| 53 | 0.588** | 0.000 |
| 54 | 0.699** | 0.000 |
| 55 | 0.599 | 0.000 |
| 56 | 0.817 | 0.000 |
| 57 | 0.743** | 0.000 |

Source: Prepared by the two researchers based on SPSS outputs

** The correlation is significant at the 0.01 level of significance

* The correlation is significant at the 0.05 level of significance

From the results of Table No. (03), it is clear that the values of the correlation coefficients between the degree of each work team performance axis statements and the total score for this axis

range between (0.324) and (0.817), which are all positive. Moreover, the level of significance for each of them is less than the level predetermined in this study, which is ($\alpha = 0.05$). This means that the statements of the work team's performance axis are valid and can measure what they are designed to measure.

III-2- Characteristics of the sample members:

Table No 04: Characteristics of the sample members

| Gender | Frequency | Percentage |
|------------------------------|------------------|-------------------|
| Male | 22 | 48% |
| Femal | 23 | 51.1% |
| Total | 45 | 100% |
| Age | Frequency | Percentage |
| Less than 30 years | 02 | 4.4% |
| From (30 to 35 years) | 17 | 37.8% |
| From (36 to 40 years) | 10 | 22.2% |
| From (41 to 45 years) | 12 | 26.7% |
| From 46 years and over | 04 | 8.9% |
| Total | 45 | 100% |
| Educational level | Frequency | Percentage |
| University | 38 | 84.4% |
| Secondary | 07 | 15.6% |
| Total | 45 | 100% |
| Professional position | Frequency | Percentage |
| Cadres | 32 | 71.1% |
| Executive assistant | 06 | 13.3% |
| Control agent | 07 | 15.6% |
| Total | 45 | 100% |
| Years of Experience | Frequency | Percentage |
| Less than 05 years | 03 | 6.7% |
| From (06 to 10 years) | 11 | 24.4% |
| From (11 to 15 years) | 21 | 46.7% |
| From (16 to 20 years) | 06 | 13.3% |
| From 21 years and over | 04 | 8.9% |
| Total | 45 | 100% |

Source: Prepared by the two researchers based on SPSS outputs

** The correlation is significant at the 0.01 level of significance

* The correlation is significant at the 0.05 level of significance

Through the results obtained from the outputs of spss regarding the characteristics of the study sample members, we note that the percentage of females is estimated at 51.1%, while the percentage of males working in the institution is estimated at 48.9%, and they are two similar ratios. This can be explained by the fact that the nature of the institution allows both genders to work in it. As for the

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age group, the most representative segment is the category of people whose ages range from (30 to 35 years), with a percentage of 37.8%, and it is the category that is considered more active. As for the educational level, the highest percentage is the percentage of university graduates, which is estimated at 84.4%, meaning that they are a group that has an educational level and is qualified to control organizational tasks. As for the professional situation, the percentage of Cadres

in the institution reached 71.1%, which means that majority of employees are qualified to manage the affairs of the institution well. Regarding the professional experience, the dominant category in the institution is the category whose experience is estimated from (11 to 15 years), with an estimated rate of 46.7%. That is, a large number of individuals have great experience and are fully familiar with the work conditions and the policies followed in the institution, which qualifies them to deal well with customers and the proper conduct of work affairs in the institution.

III-4- the stability of the questionnaire

In order to ensure the stability of the questionnaire, we calculated the Cronbach's alpha stability coefficients for the questionnaire axes, in addition to calculating the total stability coefficient of the questionnaire. The following scale is adopted in judging the levels of stability coefficients: (Sekaran, 2003, p311).

- From 0.6 to 0.7 the degree of stability is acceptable.
- From 0.71 to 0.8 the stability is high.
- More than 0.8 the degree of stability is very high.

The results are as follows:

Table No 05: Stability of the study tool

| Variables | Number of statements | Cronbach's alpha | Degree of stability |
|------------------------------|----------------------|------------------|---------------------|
| Employees Empowerment | 38 | 0.915 | Very high |
| Teamwork Performance | 19 | 0.904 | Very high |
| Overall stability | 58 | 0.943 | Very high |

Source: Prepared by the two researchers based on SPSS outputs

** The correlation is significant at the 0.01 level of significance

* The correlation is significant at the 0.05 level of significance

From the previous table we note that:

- Cronbach's alpha coefficient for administrative empowerment exceeds 90%. It is estimated at 0.915, which means that the axis has a very high degree of stability.

- Cronbach's alpha coefficient for the team performance axis exceeds 90%. It is estimated at 0.904, which means that the axis has a very high degree of stability.
- The overall reliability coefficient exceeds 90%, estimated at 0.943, which means that the questionnaire has a very high degree of stability.

All this justifies the generalization of the questionnaire and its use to achieve the study objectives.

III-5- The directions of the sample members’ answers:

Table No 06: The directions of the sample members’ answers

| Variables | Mean | Standard deviation | Degree of applicability | Rank |
|--|--------------|---------------------------|--------------------------------|-------------|
| Employees empowerment | 3.302 | 0.566 | Sometimes | 03 |
| participation in decision-making | 3.271 | 0.677 | Sometimes | 04 |
| Freedom at work | 3.334 | 0.583 | Frequently | 02 |
| Teamwork performance | 3.575 | 0.643 | Frequently | 01 |
| The mean and the total standard deviation | 3.450 | 0.526 | Frequently | |

Source: Prepared by the two researchers based on SPSS outputs

The results of Table No. (06) show that the general arithmetic mean is (3.450) with a standard deviation of (0.526), which is less than one. This indicates that there is a low dispersion in the responses of the study sample members to the statements of both the administrative empowerment axis and the work team performance axis. According to the study scale, the directions of the opinions of most of the sample members were "frequently", which means that there is a culture of administrative empowerment and working in teams in the institution under study. The order of the axes and dimensions is as follows:

The work team’s performance axis ranked first with a mean of (0.575) and a standard deviation of (0.643). According to the scale of the study, this dimension has directions of opinions with “frequently”, which means that there is teamwork, cooperation and interest in the work teams in the institution under study. As for the axis of administrative empowerment, it took the second rank right after freedom of work, as the arithmetic mean of the answers to this dimension is (3.334) with a standard deviation of (0.583). According to the study scale, this has directions of opinions with “frequently”, and this shows that employees are given freedom and independence in choosing their ways of working without always consulting their boss.

As for the answers of the sample members regarding the axis of employees empowerment as a whole, which came in the third order in terms of importance, the arithmetic mean is (3.302), while the standard deviation is (0.566). According to the scale of the study, this axis has directions of opinions with “sometimes” and this shows that empowering employees is not permanent and continuous in the institution under study. As for the dimension of participation in the decision-making, which comes in the third rank in terms of the importance given to it by the sample members, the arithmetic mean of this dimension is estimated at (3.271) with a standard deviation of (0.677). According to the scale of the study, this dimension has directions of opinions with “sometimes” and

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this shows that employees' participation in decision-making is not permanent and continuous, which may hinder the good progress of work in some cases.

III-6- Hypothesis testing:

The Sig value (P-value) associated with Pearson's correlation coefficient between administrative empowerment and team performance is used to test the following statistical hypothesis:

- **The null hypothesis:** There is no statistically significant relationship between the two variables of the study.

- **The alternative hypothesis:** There is a statistically significant relationship between the two variables of the study.

If the Sig is greater than the significance level ($\alpha \leq 0.05$) then we accept the null hypothesis and reject the alternative hypothesis. If the Sig is less than ($\alpha \leq 0.05$), the null hypothesis is rejected and the alternative hypothesis is accepted. The results are as shown in the following table:

Table No 07: Pearson's correlation coefficients and the Sig value between administrative empowerment and team performance.

| The dimension | Pearson's correlation coefficients and the Sig | Participation in decision-making | Freedom at work | Employees empowerment | Teamwork performance |
|----------------------------------|--|----------------------------------|-----------------|-----------------------|----------------------|
| Participation in decision-making | Pearson's correlation | 1 | 0.613** | 0.914** | 0.592** |
| | The level of significance | | 0.000 | 0.000 | 0.000 |
| Freedom at work | Pearson's correlation | 0.613** | 1 | 0.881** | 0.620** |
| | The level of significance | 0.000 | | 0.000 | 0.000 |
| Employees empowerment | Pearson's correlation | 0.914** | 0.881** | 1 | 0.673** |
| | The level of significance | 0.000 | 0.000 | | 0.000 |
| Teamwork performance | Pearson's correlation | 0.592** | 0.620** | 0.673** | 1 |
| | The level of significance | 0.000 | 0.000 | 0.000 | |

Source: Prepared by the two researchers based on SPSS outputs

** The correlation is significant at the 0.01 level of significance

* The correlation is significant at the 0.05 level of significance

Through the results of Table No. (07), it is clear that the value of the correlation coefficient between employees empowerment and the performance of the work team is estimated at (0.673). It is a strong statistically significant direct correlation at the level of significance ($\alpha \leq 0.05$), meaning that the higher the level of employees empowerment in the organization, the higher the performance of the work team, and accordingly, the main hypothesis is acceptable. This hypothesis states that: **"There is a statistically significant correlation at the level of significance ($\alpha = 0.05$) between employees empowerment and work team performance."**

- **The first sub-hypothesis:**

There is a relationship between participation in decision-making and the performance of the work team at the level of significance ($\alpha \leq 0.05$).

Through the results of Table No. (07), it is clear that the value of the correlation coefficient between participation in decision-making and the performance of the work team is estimated at (0.592), and it is a strong statistically significant direct correlation at the level of significance ($\alpha \leq 0.05$). This means that the greater the participation in decision making within the organization, the higher the performance of the work team, and therefore the first sub-hypothesis is acceptable. This hypothesis states that: **"There is a relationship between participation in decision-making and the performance of the work team at the level of significance ($\alpha = 0.05$)."**

- **The second sub-hypothesis:**

There is a relationship between freedom at work and work team performance at the level of significance ($\alpha \leq 0.05$).

Through the results of Table No. (07) it is clear that the value of the correlation coefficient between freedom at work and the performance of the work team amounted to (0.881), which is a strong direct correlation statistically significant relationship at the level of significance ($\alpha \leq 0.05$). This means that the greater the level of working freedom within the organization, the higher the performance of the work team, and accordingly, the main hypothesis is accepted. This hypothesis states that: **"There is a statistically significant correlation at the level of significance ($\alpha \leq 0.05$) between freedom of work and work team performance"**.

Conclusion:

- The results show that there is a strong statistically significant direct correlation at the level of significance ($\alpha \leq 0.05$) between employees empowerment and the performance of the work team. This is explained by the fact that employees empowerment grants greater powers to employees and provides them with opportunities to take initiative at work. It also gives them a sense of equal treatment within the organization, as it provides a kind of motivation towards work and activates their personal and collective capabilities. Empowerment makes employees have greater levels of control over their job requirements and have a greater ability to invest and exploit information, especially when it comes to teamwork and collaboration. In addition, empowering the team gives it a great opportunity to improve performance levels. The added value is achieved from the cooperation of the team members when each member makes a qualitative contribution that adds something new. Thus, collective performance becomes high, and the encouragement of initiative, trying, making mistakes and the perception of employees to their mistakes become opportunities to learn which encourages them to not hesitate when taking risks at work. Our current study corresponds to the study of (sheikh et al, 2016) entitled: "Determinants of team performance." One

of the most important findings it has reached is that empowering team members has a positive impact on team performance in organizations, as the appropriate team empowerment methods employed by the manager contribute to increasing team performance. Moreover, it also corresponds to the results of (Degago, 2014) study entitled: "The impact of Psychological Empowerment on Employee Performance in Small and Medium Scale Enterprise Sectors". The latter concludes that employee empowerment is necessary in the era of globalization because it helps in the speed and accuracy of the organization's response to any changes in the surrounding environment. Furthermore, respecting employees, developing their competencies and giving them freedom of choice, in addition to training them and involving them in decision-making helps empower them and thus increase their performance.

- There is a strong statistically significant direct correlation at the level of significance ($\alpha \leq 0.05$) between participation in decision-making and the performance of the work team. Decisions pertain to the organization and therefore concern all its members, and decisions that are taken collectively are often better than individual decisions, as each member of the organization makes his/her contribution, thus, coming up with a collectively made decision is more appropriate than a group of individual decisions. Our current study corresponds to the study of (Uzoamaka et al, 2015) entitled: "Employee Empowerment and Team-Work in management of change: Techniques, Challenges and Prospects." The latter concludes the importance of empowering employees by engaging them and welcoming their suggestions and making changes that make their jobs more efficient and make them more committed to organizational goals, which leads to improved performance.

- There is a strong statistically significant direct correlation at the level of significance ($\alpha \leq 0.05$) between freedom of work and the performance of the work team. When employees feel free to choose, they choose the method that suits them in carrying out the work. This, thus, results in getting good work outputs and good performance. However, restricting the workers' freedom and their choice of the way they work kills their spirit of initiative, creativity and innovation. Thus, they only do what is required of them and do not work to improve their work or provide better performance than what is required of them.

Recommendations and prospects:

- The organization's conviction of the importance of empowerment and its positive results, and the necessity of adopting it in order to be able to keep abreast of developments and the success of the organization.
- Reconsidering the traditional hierarchical organizational structures and trying to replace them with modern structures that tend to be horizontal in order to allow the workers and their skills to control the ways of work, which supports their sense of efficiency and ability to develop work.
- The necessity of giving employees the freedom to act on issues related to their work so that they can take the initiative to provide the best at work and the importance of encouraging them to try and take risks despite their mistakes and considering their mistakes as learning opportunities.
- The participation of employees in the decisions of the organization and their contribution to making the most appropriate decisions.

- Supporting and encouraging the work of the teams by providing their working requirements, especially those related to training and motivating them financially and morally and giving them some privileges to work in good conditions.

After our study of the subject, we became more convinced of its importance and the diversity of its aspects to be studied. We hope that this study will be a starting point for other studies because there are many variables used to measure teamwork performance, such as job satisfaction and organizational learning. With regard to employee empowerment, we suggest studying the impact of employee empowerment on organizational loyalty, and studying employee empowerment as an entry point for improving service quality...

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