


THE IMPACT OF ADMINISTRATIVE EMPOWERMENT OF EMPLOYEES IN ENHANCING THE ADOPTION OF HUMAN RESOURCES GOVERNANCE PRINCIPLES ACCORDING TO ISO 30804 STANDARD - A FIELD STUDY OF THE ALGERIAN ELECTRICITY PRODUCTION COMPANY, M'SILA UNIT

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ARTICLE INFO	ABSTRACT
<p>Article history: Received: Jul, 12th 2024 Accepted: Sep, 13th 2024</p>	<p>Objective: This study evaluates administrative empowerment application among employees at M'Sila Unit, assesses adherence to human resources governance principles, and analyzes the relationship between empowerment and governance. It aims to determine if empowerment positively influences human resource governance.</p>
<p>Keywords: Administrative Empowerment; Governance; Human Resources Governance; ISO 30804 Standard.</p>	<p>Theoretical Framework: The theoretical framework outlines the concepts of administrative empowerment and human resources governance. It discusses the role of organizational structure, self-determination theory, and stakeholder theory in empowering employees. It also discusses the importance of balancing stakeholder interests and addressing agency problems. The framework suggests citing relevant literature, visual representation, and real-world examples to support the research and understanding of the relationship between administrative empowerment and HR governance.</p>
	<p>Method: The research design, participants, questionnaire development, data collection procedure, statistical tools, reliability and validity, and limitations of the method are all essential aspects of a research study. The study's objectives, target population, sample size, sampling technique, questionnaire structure, data collection procedure, ethical considerations, and statistical tools used are also discussed. The method section should include examples, flowcharts, diagrams, and pilot studies for clarity.</p> <p>Results and Discussion: The study focuses on administrative empowerment and HR governance principles in the Algerian Electricity Production Company. Descriptive statistics are presented, along with correlation and regression analyses. Key findings highlight the positive impact of administrative empowerment on HR governance principles. The study's findings are compared with existing literature, theoretically and practically, and provide actionable recommendations for improvement. Limitations include sample size and generalizability issues. Future research should address these limitations.</p> <p>Research Implications: The research on administrative empowerment and human resources governance at the Algerian Electricity Production Company - M'Sila Unit has significant theoretical and practical implications. It contributes to existing literature, validates existing theories, and proposes new theories. Practical implications include organizational strategies, policy development, and training programs. The research also impacts human resources practices, employee engagement, performance management, and the broader energy sector. Future research directions include exploring gaps and promoting longitudinal studies. The</p>

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findings emphasize the importance of addressing the relationship between empowerment and HR governance for organizational effectiveness.

Originality/Value: The Originality/Value section of a research paper highlights the unique contributions and significance of a study on administrative empowerment and human resources governance at the Algerian Electricity Production Company - M'Sila Unit. It identifies gaps in existing literature, provides context-specific insights, and uses an innovative methodology. The research also offers practical recommendations and policy implications, enhancing employee engagement and organizational performance. It also provides a foundation for future studies in management and human resources.

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O IMPACTO DA CAPACITAÇÃO ADMINISTRATIVA DOS FUNCIONÁRIOS NO APRIMORAMENTO DA ADOÇÃO DOS PRINCÍPIOS DE GOVERNANÇA DE RECURSOS HUMANOS DE ACORDO COM A NORMA ISO 30804 - UM ESTUDO DE CAMPO DA ALGERIAN ELECTRICITY PRODUCTION COMPANY, M'SILA UNIT-

RESUMO

Objetivo: Este estudo avalia a aplicação da capacitação administrativa entre os funcionários da Unidade M'Sila, avalia a adesão aos princípios de governança de recursos humanos e analisa a relação entre capacitação e governança. Seu objetivo é determinar se a capacitação influencia positivamente a governança de recursos humanos.

Estrutura Teórica: A estrutura teórica descreve os conceitos de capacitação administrativa e governança de recursos humanos. Discute o papel da estrutura organizacional, da teoria da autodeterminação e da teoria dos participantes na capacitação dos funcionários. Também discute a importância de equilibrar os interesses das partes interessadas e abordar os problemas de agência. A estrutura sugere a citação de literatura relevante, representação visual e exemplos do mundo real para apoiar a pesquisa e a compreensão da relação entre a capacitação administrativa e a governança de RH.

Método: O projeto de pesquisa, os participantes, o desenvolvimento do questionário, o procedimento de coleta de dados, as ferramentas estatísticas, a confiabilidade e a validade e as limitações do método são aspectos essenciais de um estudo de pesquisa. Os objetivos do estudo, a população-alvo, o tamanho da amostra, a técnica de amostragem, a estrutura do questionário, o procedimento de coleta de dados, as considerações éticas e as ferramentas estatísticas usadas também são discutidos. A seção de métodos deve incluir exemplos, fluxogramas, diagramas e estudos-piloto para maior clareza.

Resultados e Discussão: O estudo se concentra na capacitação administrativa e nos princípios de governança de RH na Algerian Electricity Production Company. São apresentadas estatísticas descritivas, além de análises de correlação e regressão. Os principais resultados destacam o impacto positivo da capacitação administrativa sobre os princípios de governança de RH. As conclusões do estudo são comparadas com a literatura existente, teórica e praticamente, e fornecem recomendações práticas para melhorias. As limitações incluem o tamanho da amostra e problemas de generalização. Pesquisas futuras devem abordar essas limitações.

Implicações da Pesquisa: A pesquisa sobre capacitação administrativa e governança de recursos humanos na Algerian Electricity Production Company - Unidade M'Sila tem implicações teóricas e práticas significativas. Ela contribui para a literatura existente, valida as teorias existentes e propõe novas teorias. As implicações práticas incluem estratégias organizacionais, desenvolvimento de políticas e programas de treinamento. A pesquisa também tem impacto nas práticas de recursos humanos, no envolvimento dos funcionários, na gestão do desempenho e no setor de energia em geral. As direções de pesquisas futuras incluem a exploração de lacunas e a promoção de estudos longitudinais. Os resultados enfatizam a importância de abordar a relação entre capacitação e governança de RH para a eficácia organizacional.

Originalidade/Valor: A seção Originalidade/Valor de um trabalho de pesquisa destaca as contribuições exclusivas e a importância de um estudo sobre capacitação administrativa e governança de recursos humanos na Algerian Electricity Production Company - M'Sila Unit. Ele identifica lacunas na literatura existente, fornece percepções específicas do contexto e usa uma metodologia inovadora. A pesquisa também oferece recomendações práticas e implicações políticas, melhorando o envolvimento dos funcionários e o desempenho organizacional. Além disso, fornece uma base para estudos futuros em gestão e recursos humanos.

Palavras-chave: Empoderamento Administrativo, Governança, Governança de Recursos Humanos, Norma ISO 30804.

EL IMPACTO DEL EMPOWERMENT ADMINISTRATIVO DE LOS EMPLEADOS EN LA MEJORA DE LA ADOPCIÓN DE LOS PRINCIPIOS DE GOBERNANZA DE LOS RECURSOS HUMANOS SEGÚN LA NORMA ISO 30804 - UN ESTUDIO DE CAMPO DE LA COMPAÑÍA ARGELINA DE PRODUCCIÓN DE ELECTRICIDAD, UNIDAD DE M'SILA-

RESUMEN

Objetivo: Este estudio evalúa la aplicación del empowerment administrativo entre los empleados de la Unidad de M'Sila, valora la adhesión a los principios de gobernanza de los recursos humanos y analiza la relación entre el empowerment y la gobernanza. Pretende determinar si el empowerment influye positivamente en la gobernanza de los recursos humanos.

Marco Teórico: El marco teórico esboza los conceptos de capacitación administrativa y gobernanza de los recursos humanos. Analiza el papel de la estructura organizativa, la teoría de la autodeterminación y la teoría de las partes interesadas en la capacitación de los empleados. También analiza la importancia de equilibrar los intereses de las partes interesadas y de abordar los problemas de agencia. El marco sugiere citar bibliografía relevante, representación visual y ejemplos del mundo real para apoyar la investigación y la comprensión de la relación entre el empoderamiento administrativo y la gobernanza de los recursos humanos.

Método: El diseño de la investigación, los participantes, la elaboración del cuestionario, el procedimiento de recogida de datos, las herramientas estadísticas, la fiabilidad y validez y las limitaciones del método son aspectos esenciales de un estudio de investigación. También se analizan los objetivos del estudio, la población objetivo, el tamaño de la muestra, la técnica de muestreo, la estructura del cuestionario, el procedimiento de recogida de datos, las consideraciones éticas y las herramientas estadísticas utilizadas. La sección sobre el método debe incluir ejemplos, organigramas, diagramas y estudios piloto para mayor claridad.

Resultados y Discusión: El estudio se centra en el empoderamiento administrativo y los principios de gobernanza de los RH en la Compañía Argelina de Producción de Electricidad. Se presentan estadísticas descriptivas y análisis de correlación y regresión. Las principales conclusiones ponen de relieve el impacto positivo de la capacitación administrativa en los principios de gobernanza de los RH. Las conclusiones del estudio se comparan con la bibliografía existente, desde el punto de vista teórico y práctico, y ofrecen recomendaciones prácticas para la mejora. Las limitaciones incluyen el tamaño de la muestra y problemas de generalizabilidad. Las investigaciones futuras deberán abordar estas limitaciones.

Implicaciones de la Investigación: La investigación sobre el empoderamiento administrativo y la gobernanza de los recursos humanos en la Compañía Argelina de Producción de Electricidad - Unidad de M'Sila tiene importantes implicaciones teóricas y prácticas. Contribuye a la literatura existente, valida las teorías existentes y propone nuevas teorías. Las implicaciones prácticas incluyen estrategias organizativas, desarrollo de políticas y programas de formación. La investigación también repercute en las prácticas de recursos humanos, el compromiso de los empleados, la gestión del rendimiento y el sector energético en general. Las futuras líneas de investigación incluyen la exploración de lagunas y la promoción de estudios longitudinales. Las conclusiones subrayan la importancia de abordar la relación entre el empoderamiento y la gobernanza de los recursos humanos para la eficacia organizativa.

Originalidad/Valor: La sección Originalidad/Valor de un trabajo de investigación destaca las contribuciones únicas y la importancia de un estudio sobre el empoderamiento administrativo y la gobernanza de los recursos humanos en la Compañía Argelina de Producción de Electricidad - Unidad de M'Sila. En él se identifican lagunas en la bibliografía existente, se ofrecen perspectivas específicas del contexto y se utiliza una metodología innovadora. La investigación también ofrece recomendaciones prácticas e implicaciones políticas, mejorando el compromiso de los empleados y el rendimiento de la organización. Asimismo, sienta las bases para futuros estudios sobre gestión y recursos humanos.

Palabras clave: Empoderamiento Administrativo, Gobernanza, Gobernanza de Recursos Humanos, Norma ISO 30804.

1 INTRODUCTION

Empowerment is a concept of great importance because it revolves around the human element, which is considered one of the most complex resources to manage. It is also a complex concept with several connections that requires familiarity with a set of administrative pillars,

including the participation and integration of workers, motivating them, providing them with information, training them, and then delegating authority to them.

The concept of employee empowerment came as a new administrative concept to contribute to developing part of the administrative vision of human resources in contemporary organizations, as it is based on building and developing positive trends that push organizations to develop people and enhance confidence in their abilities and excellence. This concept has received increasing attention from researchers, especially in the field of organizational behavior, in a contemporary administrative environment characterized by being a dynamic, competitive, and rapidly changing environment, which requires institutions to respond quickly and intelligently to emerging changes and challenges, including overcoming administrative practices that do not allow the authority to make decisions and take appropriate ones for employees who directly interact with the problem, learn about its dimensions, and deal with customers on a permanent basis. The employees are not encouraged to make appropriate decisions and innovate the best ways to solve problems unless they feel responsible for this decision, and are empowered at high levels without referring to senior management (Andoras & Maaya, 2008). Human resource governance practices are among the methods that guarantee this, as they are among the modern concepts that have received great attention in recent years, as they have become an important focus in building strategies and setting general rules to improve the performance and effectiveness of organizations of all types and sizes. That is what many researchers and scholars have agreed upon. It is concerned with controlling and directing the behaviors of human resources within the institution, which is considered one of the most important resources available to the institution, as it is the link between various other resources, and it is the basis for the survival of any institution in the business arena through its ability to adapt and face challenges.

1.1 PROBLEM STATEMENT

From this standpoint, we can pose the following problem:

To what extent can administrative empowerment contribute to enhancing the application of human resource governance principles according to the international standard ISO 30804?

A set of sub-questions branch out from this problem, which are:

- what is the level of practice of empowering employees in the Algerian Electricity Production Company, M'Sila Unit?
- what is the level of adoption of human resource governance principles according to ISO 30804?
- is there a statistically significant effect of the dimensions of administrative empowerment for employees in enhancing the application of human resources governance principles in the Algerian Electricity Production Company, M'sila Unit?

1.2 STUDY HYPOTHESES

- there is availability of dimensions of administrative empowerment for employees in the Algerian Electricity Production Company, M'sila Unit;
- there is an application of human resources governance principles in the Algerian Electricity Production Company, M'sila Unit
- there is a statistically significant effect of the dimensions of administrative empowerment for employees in enhancing the application of human resources governance principles in the Algerian Electricity Production Company, M'sila Unit at a significance level of 0.05?

1.3 STUDY OBJECTIVES

- providing a conceptual framework for the study variables, administrative empowerment and human resources governance; and highlighting their importance in organizations as the most important modern administrative methods;
- determining the level of administrative empowerment in the institution under study;
- identifying the reality of human resources governance in the institution under study;
- determining the nature of the relationship between the dimensions of empowerment and the principles of human resources governance among the respondents.

1.4 IMPORTANCE OF THE STUDY

The importance of the study lies clearly in:

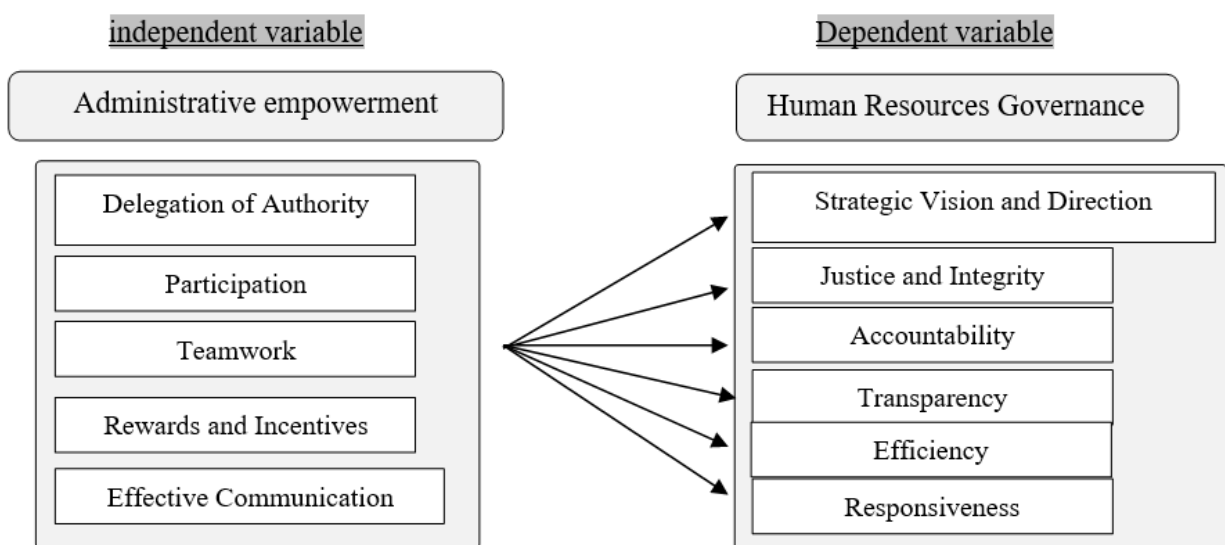
- its applied contribution to studying the topics of empowerment and applying the principles of human resources governance in institutions.
- pointing out the importance of administrative empowerment in the institution as one of the modern methods of management.
- the importance of human resources governance in maximizing the return on human capital as the mainstay of the institution.
- referring to the international specifications standard ISO 30804 and knowing the principles and objectives it aims for.

1.5 STUDY MODEL

Based on a number of previous studies and serving the objectives of this study, the independent variable is administrative empowerment in its dimensions, while the dependent variable is the principles of human resources governance according to ISO 30804 standard and its principles, and Figure 1 illustrates this.

Figure 1

Theoretical Study Model



Source: Prepared by Author, 2024

2 CONCEPTUAL FRAMEWORK OF THE STUDY

2.1 ADMINISTRATIVE EMPOWERMENT

We present below some basic concepts related to empowerment in light of what has been established in a number of scientific literature.

2.1.1 The concept of empowerment

In light of the rapid changes in the business environment and the accompanying escalating competition, researchers and organizations have become increasingly interested in empowerment as an administrative philosophy that aims to help organizations achieve sustainable competitive advantages, which has encouraged many organizations to apply this philosophy (Wilkinson et al., 1997).

Al-Douri and Saleh believe that empowerment is: the process by which employees are given or granted authority, freedom, skills, confidence, and the power to make decisions that help them acquire skills and use power to perform their jobs to bring about change in their organizations (Al-Douri & Saleh, 2009). While Uzunbacak considers it the process through which power is shared with employees in the organization and their involvement in decision-making as well as encouraging them to demonstrate their knowledge, skills and experiences and enhancing the employee's self-confidence and moving away from centralization in decision-making and giving them more independence, authority and responsibility to perform their duties according to the organization's goals (Uzunbacak, 2015, p. 978). while Kanungo and Conger view empowerment as "a procedure that leads to consolidating a person's belief in his own abilities, which is a feeling and close job commitment resulting from the employee's sense of the ability to make decisions, bear responsibility, and that his performance is measured by results, and he is seen as a person who thinks about performance and its development, and not just a pair of hands that implement what is ordered" (Andoras & Maaya, 2008, p. 47) Empowerment according to (Besterfield) is investing the huge stock of latent energies that exist among workers of various experiences (Al-Maani & Al-Aregat, 2011, p. 182). and we also find that both Zemeke & Schaaf viewed empowerment as liberating the worker from restrictions and encouraging, motivating and rewarding him for practicing the spirit of initiative and creativity (Al-Wadi, 2012, p. 23).

According to (Pande, 2014), empowerment is one of the modern concepts that crystallized in the field of management. It is defined as: the process of providing confidence in job and empowering them with the capabilities that they must deal with at the appropriate time and place (Hamouche et al., 2023, p. 1398).

2.1.2 The importance of empowerment

Empowerment has become an inevitable and urgent strategy, as it contributes to building institutions characterized by high performance capabilities, and increases motivation to reduce errors so that individuals bear greater responsibility for their work (Wilkinson, Godfrey, & Marchington, 1997). Empowerment has benefits for both the institution and the workers, some of which are mentioned below: (Al-Qahtani, 2015, p. 32).

- a) **for the institution:** empowerment contributes to increasing the workers' awareness of the institution's needs. It also contributes to increasing the profitability of the institution by improving the quality of performance and reducing costs through the initiatives, creativity and ideas of the workers, as well as reducing turnover and enhancing loyalty and commitment. It also gives the institution flexibility in its readiness to react faster to developments and changes;
- b) **for employees:** empowerment increases the level of employee satisfaction, increases their ability to control work, the degree of appreciation for work and the sense of responsibility, and contributes to increasing self-confidence, and helps in acquiring new knowledge and skills.

2.1.3. Dimensions of empowerment

The dimensions of administrative empowerment revolve around providing appropriate systems that support empowerment, such as motivation and teamwork, leading to delegation of authority and participation in decision-making (Al-Zamli, 2013, p. 21), and can be stated as mentioned by (Al-Bridi & Al-Rachid, 2012) as follows:

- **delegation of authority:** is the relinquishment of part of the powers granted to employees to perform certain tasks. It is also defined as the transfer of part of the manager's powers to subordinates to accomplish some work, and devote themselves to basic administrative work (Abu Al-Nasr, 2012, p. 113).

- **participation:** is that management grants employees freedom and opportunity to make their decisions without restrictions or laws imposed on them, or limiting their contribution, with the aim of providing better opportunities to employ their capabilities and improve their morale;
- **training:** It means a set of efforts aimed at providing the worker with information and knowledge that gain him the skill to perform the work or develop skills, knowledge and experiences towards increasing his current and future efficiency (Hussein Harem, 2013, p. 188);
- **teamwork (work teams):** it is the ability of employees to achieve the organization's goals collectively, through collective thinking from different points on the problem at hand, or the situation that requires making a decision, and this increases the number of ideas presented from the required parts, specializations and skills;
- **rewarding and motivating employees:** rewards are one of the most important requirements for empowering employees, because they send a message to the worker that his behavior, actions and performance are all acceptable, and they also encourage more effort and continuous improvement of work (Borny, 2016, p. 74);
- **effective communication:** effective communication with all administrative levels, it is the main key to empowering employees, as management cannot solve any problem alone, because the information related to the problem is not available to it, but to the people involved in the problem, and therefore these individuals must be involved in the solution, because Without the participation of individuals, the problem will not be solved and there will be no commitment, and without commitment, empowerment will not be achieved (Debla & Al-omari, 2016).

2.2 HUMAN RESOURCE GOVERNANCE

Before mentioning the concept of human resource governance, it must be noted that human resource governance is not different from corporate governance, but rather is considered as an essential element of it, in the same way that financial governance or risk management are essential components of corporate governance.

2.2.1 The concept of human resource governance

Human resource governance is a relatively new construct that has recently increasingly attracted attention. As part of corporate governance, it represents the internal and external standard framework for managing and overseeing human resources in organizations.

According to Hilb and Oertig, human resource governance is concerned with directing human resource management and its functions within the organization, in order to implement the board of directors' human resource policies, human resource strategies, and human resource roadmaps. It includes the human resource business model and basic human resource processes in addition to the concept of the human resource role (Hilb & Oertig, 2010, p. 19).

Human resource governance can also be viewed as leading, directing, and controlling the human resource function to promote sound corporate governance in pursuit of the overall goal of economic, social, and environmental sustainability (Heslop et al., 2005).

ISO 30408 also considers human resource governance to be the system by which an organization is directed and controlled, taking into account the organization's stakeholders as well as human and social factors, at the highest decision-making levels and at various levels. Specifically, it refers to the system or systems by which people within an organization are directed and held accountable (ISO, 2016, p. 1).

Accordingly, human resource governance can be viewed as a systematic approach to management that enables the directors to achieve strategic and operational objectives, and involves leading, managing and directing people in an ethical, legitimate, fair and credible manner in an organized manner in order to ensure sustainability.

2.2.2 The role and importance of human resources governance

Human resources governance has become of great interest because its importance has become equal to the importance of the governance of physical assets or capital, and due to its effective role, especially in spreading and establishing appropriate behavior in the organization, taking human and social factors into account in the decision-making process, in order to achieve positive results for all stakeholders. HELSOPE indicated that the importance of human resources governance lies in achieving a set of goals, including (Heslop et al., 2005):

- Improving the performance of the organization's human capital assets;
- fulfilling credit and financial responsibilities;

- mitigating human resources risks in the organization;
- aligning job priorities with business priorities;
- enabling executive decision-making for human resources.

2.2.3 Principles of human resources governance

The principles of human governance refer to the areas of human governance related to organizational, social and administrative options that guide human behavior within the organization and provide a framework to help organizations create and implement human resources management practices that will give the organization added value.

In this study, we rely on these principles included in ISO 30804, represented in each of: (ISO, 2016).

- **strategic vision and direction:** clarity of strategic vision and direction helps in determining the priorities and expected roles of the actors in the organization and setting standards for measuring performance in the short and medium term. It also refers to developing a strategy for working effectively and efficiently, as defining the strategic vision contributes to choosing and drawing up policies for human resources governance (Khozal & Al-Hasnawi, 2017, p. 112);
- **justice and integrity:** it relates to policies and procedures that are applied to everyone, as everyone must be treated under the same laws without discrimination regardless of gender, race, religion, social and economic status, etc., and equality before the law is a fundamental rule in human rights law under Article 7 of the Universal Declaration of Human Rights. (Zawash, 2021, p. 425) Independent thought also includes exposing any unethical behavior from the perspective of people, such as management through fear, coercion, manipulation, exploitation, or greed;
- **accountability:** it means the commitment to provide an account or statement about public policies and verify that things are going according to the plan and impose penalties if the desired results are not provided. (Zawash, 2021, p. 424) While the United Nations Development Program defined it as the recognition and assumption of responsibility for actions, results, decisions and policies (United Nations Development Programme, 1997, p. 10). Accountability involves holding all those responsible for processes and results accountable, and imposing penalties if the specified outputs and results are not delivered,

and it is applied to many actors in the organization including policy makers, planners, managers, suppliers and support workers (Kaplan et al., 2013, p. 03).

- **transparency:** it means clarity in the design and implementation of systems, mechanisms, policies, legislation and other tools that guarantee the rights of each party in the institution, and ease of use by employees, (Qasimi & Baghrich, 2020, p. 201) . in addition to simplifying procedures and publishing and disclosing information and making it easy to access (Al-Subaie, p. 16);
- **efficiency:** it is the responsibility that falls on the shoulders of managers and that they can be trusted to carry out their responsibilities in the right manner, while the board of directors must act responsibly towards all stakeholders in the organization (King, 2007) and have the ability to take corrective action if necessary, and put in place mechanisms that enable accountability and punish those responsible for failure and mismanagement (Mercer, 2007);
- **responsiveness (social and ethical responsibility of the organization):** meaning responding appropriately to all social issues that concern employees and that may affect business, considering that the modern global organization is a moral entity or “citizen” of the global world (Bhattacharya ., Korschun, & Sen, 2008).

3 FIELD STUDY AND ANALYSIS OF RESULTS

3.1 STUDY COMMUNITY AND SAMPLE

The study community is the group of employees and workers of the Algerian Electricity Production Company, -Unit in M'Sila. where 75 questionnaires were distributed to the employees and executives of the institution, 68 of which were retrieved, and after examining them, 06 questionnaires were excluded due to incomplete answers, so that the number of questionnaires valid for analysis in the end reached 62 questionnaires.

3.2 STUDY TOOL

The questionnaire was used as a tool for collecting information and data in this study, as it was designed in a way that serves the objectives of the study and answers its questions. The questionnaire included three main axes. The first axis relates to general data, i.e. personal

and functional variables of the respondents, such as gender and job position, educational level and years of experience, while the second axis included dimensions of administrative empowerment, as it included (23 paragraphs). As for the third axis (33 paragraphs), it included the principles of human resources governance according to ISO 30804 standard. The questions were based on a five-point Likert scale as in Table 1.

Table 1

Five-point Likert scale

Answer	Completely disagree	Disagree	Neutral	Agree	Absolutely agree Totally agree
Weighted Average	1-1.79	1.80- 2.59	2.60 – 3.39	3.40 – 4.19	4.20 - 5
Practice level	Very weak	weak	Medium	High	Very High

Source: Prepared by Author, 2024.

3.3 STATISTICAL METHODS AND TOOLS

The program (SPSS V26) was used in the analysis process in order to answer the research questions and test the validity of its hypotheses, according to the following statistical indicators:

- cronbach's alpha reliability coefficient to measure the validity and stability of the research performance;
- absolute and relative frequencies;
- Arithmetic averages and standard deviations;
- correlation and regression coefficient to measure the relationship between the study variables.

3.4 VALIDITY AND RELIABILITY OF THE STUDY TOOL

To determine the validity and stability of the tool and its internal consistency, the researchers measured both the structural validity and the Cronbach's alpha coefficient.

- **structural validity:** measures and shows the extent of the relationship of each dimension of the study axes to the total score of the axis to which it belongs.

Table 2

Pearson's correlation coefficient between each of the dimensions of administrative empowerment of employees and the principles of human resources governance and the total score of the axis

Dimensions of administrative empowerment	Delegation of Authority	Participation	Teamwork	Rewards and Incentives	Effective Communication	
Pearson's correlation	0.625**	0.577**	0.724**	0.636**	0.854**	
Sig	0.000	0.000	0.000	0.000	0.000	
Principles of human resources governance	Strategic Vision and Direction	Justice and Integrity	Accountability	Transparency	Efficiency	Responsiveness
Pearson's correlation	0.789**	0.765**	0.549**	0.731**	0.800**	0.736**
Sig	0.000	0.000	0.000	0.000	0.000	0.000

Source: Prepared by Author, 2024

The table, it is clear to us that the correlation coefficients between the dimensions of administrative empowerment of employees and the total score of the axis were positive, ranging between (0.577 and 0.854). The table also showed that the correlation coefficients between the principles of human resources governance and the total score of the axis were positive, ranging between (0.549 and 0.936). Therefore, it can be said that the correlation coefficients are generally strongly positive and statistically significant at the significance level of 0.01, which expresses the validity of the axes of the study tool.

- stability of the study tool: The stability of the study tool was measured by making a stability test on the questionnaire, as shown in Table 3, by finding the stability coefficients of Cronbach's alpha and the degree of validity of the questionnaire items.

Table 3*Table of the stability coefficient of the scale using the (Cronbach's alpha) method*

Variables	Number of paragraphs	Cronbach's alpha	Honesty
Dimensions of administrative empowerment	23	0.847	0.717
Principles of human resources governance	33	0.913	0.833
Scale	56	0.934	0.872

Source: Prepared by Author, 2024

To ensure the stability of the questionnaire, the internal stability test was made using the Alpha Cronbach coefficient, using the statistical program (SPSS). From Table 2, we find that the value of the stability coefficient for the axis of administrative empowerment dimensions for employees reached (0.847), while the stability coefficient for the axis of human resources governance principles reached (0.913). While the value of the stability coefficient for the study tool as a whole reached (0.934), which are high values and all exceeded the acceptable percentage of 60%, which is an indication that the questionnaire is stable and reliable for the purpose of studying the subject as well as its suitability for field application. As well as the value of honesty - which represents the square root of the Cronbach's alpha coefficient - where its value reached (0.717) for the axis of the dimensions of administrative empowerment of employees, as for the axis of human resources governance principles A, the value of the honesty coefficient reached (0.833) and the value of honesty for the questionnaire axes as a whole reached (0.872), which is a value that indicates that the study tool has high honesty, which makes us fully confident in the validity of the questionnaire and its suitability to analyze and interpret the results of the study and test its hypotheses.

3.5 CHARACTERISTICS OF THE STUDY SAMPLE

The characteristics of the sample were studied by analyzing it through frequencies and percentages, to identify the personal and functional characteristics of the study components, which can be explained in the following table:

Table 4*Characteristics of sample members*

Variable	Groups	Repetition	Ratio%
Sex	Males	43	69.35
	Females	19	30.64
Age	Less than 30 years	03	04.83
	From 31 to 39 years	19	30.64
	From 40 to 49 years	34	54.83
	Older than 50 years	06	09.67
Qualification	Bachelor's	15	24.19
	Master's	29	46.77
	PhD	06	09.67
	Other Certificate	12	19.35
Job position	Manager	23	37.09
	Control assistant	15	24.19
	Implementation assistant	24	38.70
Years of Experience	Less than 5 years	15	24.19
	From 5 to 10 years	09	14.51
	From 11 to 15 years	28	45.16
	Older than 15 years	10	16.12

Source: Prepared by Author, 2024

3.6 PRESENTATION AND DISCUSSION OF THE RESULTS IN LIGHT OF THE RESPONSES OF THE STUDY SAMPLE MEMBERS

This paragraph includes a presentation of the results of the study that were reached through analyzing the responses of the respondents included in the questionnaires and testing the study hypotheses, with the aim of identifying the impact of administrative empowerment of employees in applying the principles of human resources governance in light of the international standard ISO 30804 in the institution under study.

3.6.1 Presentation and discussion of the results on the level of administrative empowerment of employees

To identify the level of administrative empowerment of employees and its dimensions in the institution under study, the arithmetic means and standard deviations were calculated for the components of the administrative empowerment axis, and the results came as in Table 5.

Table 5*Levels of dimensions of administrative empowerment of employees in the institution under study*

Variables	Mean	Standard deviation	Practice level	Ranking
Delegation of Authority	3.760	0.800	High	1
Participation	3.240	0.515	Middele	4
Teamwork	3.500	0.480	High	3
Rewards and Incentives	3.230	0.850	Middele	5
Effective Communication	3.520	0.723	High	2
Scale	3.450	0.486	High	

Source: Prepared by Author, 2024

It is clear to us from the table above that the general average of the extent of application of the dimensions of administrative empowerment for employees in the institution under study reached (3.45), which indicates a high degree of approval according to the opinion of the sample members. The table also shows that the averages of the dimensions of administrative empowerment for employees ranged between (3.23 and 3.76), where the dimensions were as follows:

Delegation of authority: came first with an arithmetic mean (3.760) and a standard deviation (0.800) and a high degree of application. This is due to the leadership's belief in the importance of the delegation process in the institution and its permission to delegate powers and responsibilities, which enables employees to practice higher-ranking jobs in the future.

Effective communication: came second with an arithmetic mean (3.520) and a standard deviation (0.723) and a high degree, which indicates that this is due to the fact that the method of communication in the institution is carried out according to a strict and agreed-upon methodology due to the desires of individuals who need to activate this type of method, in order to increase knowledge and achieve creativity and innovation.

Teamwork (work teams): came third with an arithmetic mean (3.500) and a standard deviation (0.480) and a high degree, which indicates that the method of working as a team is carried out according to a regular and continuous method, and this According to the urgent need of the institution to practice this method, which requires an organizational climate that enhances cooperation and the spirit of teamwork, as it is a source of solutions to the problems and issues that the institution is exposed to.

Reward and motivation, participation: came with close arithmetic means (3.240 and 3.230) and standard deviation (0.515 and 0.850) and at an average degree, and this is due to the method of motivation in the institution that is done according to modern scientific methods that aim to positively influence their performance and behavior.

3.6.2 Presentation and discussion of the results on the level of application of human resources governance principles

To identify the level of application of human resources governance principles in the institution under study, the arithmetic means and standard deviations were calculated for the components of the axis of human resources governance principles, and the results came as in Table 6.

Table 6

Levels of application of human resources governance in the institution under study

Variables	Mean	Standard deviation	Practice level	Ranking
Strategic Vision and Direction	3.260	0.7710	Middele	5
Justice and Integrity	3.383	0.6360	Middele	4
Accountability	3.449	0.4650	High	2
Efficiency	3.588	0.6750	High	1
Transparency	3.524	0.6510	High	3
Responsiveness	3.122	0.7080	Middele	6
Scale	3.382	0.4930	Middele	--

Source: Prepared by Author, 2024

From Table 6, it is clear that there is no variation in the answers of the sample members regarding the application of human resources governance principles in the institution under study, and that the general level of its application was average, as the arithmetic mean was (3.382) and a standard deviation of (0.493), which indicates that there is acceptable agreement on the level of application of human resources governance principles according to the answers of the study sample members in the institution under study. The arithmetic means ranged between (3.122 and 3.588).

The principle of "efficiency" came in first place with the highest arithmetic mean, which amounted to (3.588) and a standard deviation of (0.675), which is an indication that the institution relies heavily on competencies - as shown by the percentage of employees with a university level, which amounted to 80.64 - and the institution seeks to raise the efficiency of its employees and workers through the responses of the study sample, in order to be positively reflected in the quality and efficiency of its outputs.

The principle of "accountability" came in second place with an arithmetic mean of (3.449) and a standard deviation of (0.465), which indicates that the institution, in order to ensure the smooth running of its operations, resorts to a strong accountability system in order

to maintain the continuity of its progress and the achievement of its goals by enacting strict laws for accountability.

The principle of "transparency" came in third place with an arithmetic mean of (3.524) and a standard deviation of (0.651), which is evidence of the importance of this principle as an important part of the principles of human resources governance. An institution that seeks to achieve quality and excellence must have complete clarity in the laws, regulations and bylaws that govern it.

The three aforementioned principles were relatively high in their application according to the opinions of the study sample members. While the application level of the following three principles was average, as follows:

The principle of "justice and integrity" came in fourth place with an arithmetic mean of (3.383) and a standard deviation of (0.636), which is a natural and logical arrangement. Complete clarity in laws and regulations achieves transparency, and the clarity and strictness of accountability laws lead to the availability of integrity in the management and administration of human resources.

The principle of "strategic vision" came in fifth place with an arithmetic mean of (3.260) and a standard deviation of (0.615). That means that the institution adopts the development of effective plans and strategies for management Its human resources in pursuit of optimal achievement of its goals and vision.

The principle of response (social responsibility) "was ranked last with an arithmetic mean of (3.122) and a standard deviation of (0.708), and this can be explained by the fact that the institution takes into account the social issues of its employees, but insufficiently, which is something that requires attention because it can affect business in general.

3.6.3 The relationship between the dimensions of administrative empowerment of employees and the application of human resources governance principles

Multiple regression was used to reveal the extent of the impact of the dimensions of administrative empowerment of employees on the level of application of human resources governance principles, and the results were shown as follows:

Table 7

Linear correlation of the dimensions of administrative empowerment and the application of human resources governance principles in the institution under study

Model	R	R-deux	R-deux ajusté	Erreur standard de l'estimation
1	0.716	0.512	0.503	0.34312

Source: Prepared by Author, 2024

The results of the table above show a positive correlation between administrative empowerment and the application of human resource governance principles in the institution under study. This is confirmed by the Pearson correlation coefficient, which reached 0.716. Given the value of the coefficient of determination R², which reached 0.512, which is a high peak, it indicates that 51.20% of the application of human resource governance principles is due to the administration's reliance on administrative empowerment of employees. That is, the dimensions of administrative empowerment of employees combined as an independent variable explain 51.20% of the variance in commitment to applying human resource governance principles, while the remaining percentage, which is 48.80%, is attributed to other factors...

Table 8

Multiple regression test of the effect of administrative empowerment on the application of human resource governance principles

Model	Sum of squares	df	Medium square	F	Sig
Regression	6.312	1	6.312	53.610	0.000
Residues	6.004	51	0.118		
Total	12.316	52			

Source: Prepared by Author, 2024

The above table shows the significance of the study model through the F value, which reached 53.610 at a significance level of 0.000, which is less than 0.05 for degrees of freedom $df = 1, 51$, which indicates that the regression is significant and not equal to zero, which indicates that the dimensions of administrative empowerment together or at least one of them has a significant impact on the application of human resource governance principles. Based on these results, it is necessary to continue verifying the impact of the independent variables on the dependent variable, which is shown in the following table.

Table 9

Multiple regression analysis of the strength of the impact of administrative empowerment dimensions on the application of human resource governance principles

Dependent variable	independent variable	R	R ²		F	βêta	T	Sig
Principles of human resources governance	Teamwork	0.798	0.367		16.511	0.182	5.362	0.035
	Delegation of Authority			0.055		0.163	4.742	0.031
	Participation			0.156		0.166	1.237	0.222
	Effective Communication			0.063		0.093	0.605	0.548
	Rewards and Incentives			0.360		0.629	5.440	0.000
Constant							6.910	0.048

Source: Prepared by Author, 2024

Table 9 shows that the calculated F value was statistically significant at a significance level ($\alpha \geq 0.05$), as it reached (16.511), indicating the existence of a significant significance in explaining the dependent variable (human resources governance) through the independent variables of administrative empowerment of employees and its dimensions.

The coefficient of determination (R^2) reached (0.367), which means that the dimensions of the independent variable represented in the dimensions of administrative empowerment of employees explain (36.70%) of the dependent variable (human resources governance), while the remaining percentage estimated at 64.30% is due to the influence of other factors that were not addressed by the model. The application of human resources governance principles is affected in a statistically significant positive way by each of the following dimensions: the teamwork dimension, the delegation of authority dimension, and the reward and motivation dimension at levels of significance respectively (0.03, 0.03, and 0.00), which are less than the significance level of 0.05, while neither of the two dimensions of participation and effective communication had an effect on the level of application of human resources governance in the institution under study at a significance level less than (0.05).

Based on these results, it can be confirmed that there is a positive and statistically significant effect at the approved significance level (0.05) between the dimensions of administrative empowerment and the application of human resources governance in general in the institution under study; This supports the validity of the main hypothesis, which stated that there is a statistically significant effect at a significance level of less than (0.05) between the dimensions of administrative empowerment and the application of human resources governance in the institution under study.

4 CONCLUSION

The study aimed to know the relationship between the dimensions of administrative empowerment of employees and the levels of application of human resources governance principles through a field study in the Algerian Electricity Production Company - M'sila Unit - where the study concluded with several important results, the most prominent of which can be presented through the following axes:

- the quantitative results showed a relatively high level of empowerment among employees in the Algerian Electricity Production Company - M'sila Unit - where the overall arithmetic mean was (3.45). The following three dimensions came in order (delegation of authority, effective communication, teamwork) with high levels of practice;
- the results indicated the availability of an average level of application of human resources governance principles in the Algerian Electricity Production Company - M'sila Unit - where the arithmetic mean was (3.431). The following three principles, in order (efficiency, accountability, transparency) came with high levels of practice;
- the results showed that the relationship between the dimensions of administrative empowerment of employees and the levels of application of human resources governance principles was a positive relationship with statistical significance at the significance level of 0.05.

5 RECOMMENDATIONS

- the necessity of providing an appropriate organizational climate by Algerian institutions, which would enhance the practice of administrative empowerment of employees by developing high-level empowerment programs in institutions with a strategic perspective that contributes to improving operations and outputs;
- reducing obstacles to the application of administrative empowerment and what it requires in terms of developing policies, systems and work climate;
- creating and establishing an organizational environment that helps and encourages the adoption of human resources governance as an initial step;
- issuing regulations and legislation specific to the standards and principles of human resources governance and committing to implementing them within institutions by establishing independent committees to follow up on implementation;

- the necessity of developing organizational regulations to simplify and understand the concepts of human resources governance;
- instilling a culture of governance, including the principles of transparency, accountability and participation, which will be positively reflected in improving the institution's performance and efficiency.

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