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The Impact of Empowering Workers in Achieving Organizational Creativity (A Field Study at the Directorate for Hydrocarbons –Sonatrach- in Skikda–Algeria)

Abstract

This study aims to identify the role of employee empowerment with its dimensions represented in (team formation and delegation of authority) in achieving organizational creativity among the workers of the regional directorate for the transportation of hydrocarbons via pipelines in Skikda Province. The study relied on a descriptive approach, and to achieve the study's objectives, the researcher used a questionnaire as the main tool for data collection. The questionnaire was distributed to 75 workers, and a purposive sample was used, which includes three professional categories: (executives, control assistants, and execution assistants). The study concluded that the adoption of a high degree of employee empowerment by the organization through forming work teams and following modern management methods that believe in participation in decision-making and delegating authority contributes to the development of creativity among the workers in the organization under study.

Keywords: Empowering, workers, Creativity, Motivation, Hydrocarbons, Skikda-Algeria

Örgütsel Yaratıcılığın Sağlanmasında Çalışanların Güçlendirilmesinin Etkisi (Skikda-Cezayir'deki Hidrokarbonlar -Sonatrach- Müdürlüğünde Bir Saha Çalışması)

Öz

Bu çalışma, Skikda Vilayeti'ndeki boru hatları ile hidrokarbon taşımacılığı bölge müdürlüğü çalışanları arasında örgütsel yaratıcılığın sağlanmasında (ekip oluşturma ve yetki devri) temsil edilen boyutlarıyla çalışan güçlendirmenin rolünü belirlemeyi amaçlamaktadır. Çalışma tanımlayıcı bir yaklaşıma dayanmaktadır ve çalışmanın hedeflerine ulaşmak için araştırmacı veri toplamanın ana aracı olarak bir anket kullanmıştır. Anket 75 çalışana dağıtılmış ve üç profesyonel kategoriyi içeren amaçlı bir örneklem kullanılmıştır: (yöneticiler, kontrol asistanları ve uygulama asistanları). Çalışma, çalışma ekipleri oluşturarak ve karar alma sürecine katılıma ve yetki devrine inanan modern yönetim yöntemlerini izleyerek kuruluş tarafından yüksek derecede çalışan güçlendirmenin benimsenmesinin, incelenen kuruluştaki çalışanlar arasında yaratıcılığın geliştirilmesine katkıda bulunduğu sonucuna varmıştır.

Anahtar Kelimeler: *Güçlendirme, Çalışanlar, Yaratıcılık, Motivasyon, Hidrokarbonlar, Skikda-Cezayir*

Introduction

Achieving organizational goals is a pivotal factor in determining the success level of contemporary organizations, as it primarily depends on the efficiency and qualification of human resources, which are one of the fundamental pillars upon which any organization is built. Human resources are characterized by their unique ability to innovate, adapt to changes, solve problems, and make decisions in innovative ways, making them an indispensable element in achieving competitive advantage. Accordingly, organizations strive to enhance their investments in this vital resource to ensure their sustainability and strengthen their competitive position in the face of dynamic external environments. This is achieved through adopting modern management methods that focus on developing and enhancing employees' capabilities and maximizing their potential by empowering them to take on responsibilities and unleash their creative ideas in the workplace. Empowerment is defined as one of the advanced management methodologies that reflects the extent of the organization's interest in human resources, as this is manifested in granting employees broader authorities, delegating power, involving them in decision-making processes, and encouraging teamwork. This approach aims to enhance the spirit of initiative and creativity among employees, which positively reflects on the overall performance of the organization. From this perspective, the current study seeks to explore the topic of employee empowerment as a contemporary management philosophy aimed at granting employees the necessary authority to efficiently exercise their job responsibilities and enhance their professional duties. It also aims to highlight the central role of this management approach in fostering organizational creativity among employees within Algerian industrial institutions.

1. Research Problem

In light of the rapidly changing competitive environment imposed by modern economic transformations, organizations face increasing pressure to adopt innovative management strategies that enable them to achieve a sustainable competitive advantage ensuring their survival and growth in the market. Among the contemporary management approaches that are gaining increasing acceptance in organizational circles is the concept of employee empowerment as a strategic framework that enhances the competitive capabilities of organizations. This concept relies on establishing a complementary relationship based on mutual trust between management and employees, through delegating authority, expanding participation in decision-making, providing an effective incentive system, along with forming self-directed work teams. This approach also requires creating a supportive organizational environment that allows for the development of leadership skills, enhances the ability to innovate, and encourages creative thinking among employees, based on the belief that organizational creativity is a fundamental pillar for achieving competitive excellence. In this context, the current study aims to analyze the impact of employee empowerment on enhancing organizational creativity among the employees of the Regional Directorate for the Transportation of Hydrocarbons via Pipelines in Skikda, with a particular focus on assessing the contribution of the mechanisms of team formation and authority delegation in fostering initiative and functional creativity.

1.1. Main Research Question

To what extent does the implementation of employee empowerment policies contribute to enhancing levels of organizational creativity among employees of the Regional Directorate for the Transportation of Hydrocarbons via Pipelines in Skikda?

1.2. Study Hypotheses

This study is based on a theoretical framework that posits a positive causal relationship between employee empowerment and the increase in organizational creativity within the organization. It also rests on two sub-hypotheses that support this theoretical framework: Firstly, the study hypothesizes that the formation of work teams effectively contributes to enhancing organizational creativity, where this effect is measured through several indicators including: fostering a spirit of cooperation and collective responsibility, improving collaborative problem-solving abilities, enhancing social cohesion among team members, elevating the quality of practical outputs, and achieving common organizational goals. Secondly, the study hypothesizes a direct relationship between delegation of authority and increased organizational creativity, where this effect is manifested through the following

indicators: granting employees a broader scope of powers and responsibilities, providing greater freedom of action in performing tasks, and enhancing their active participation in organizational decision-making processes.

1.3. Study Concepts

The concepts assist the researcher in guiding their study from beginning to end, as they serve as a link between the theoretical and practical aspects. Throughout the stages of conducting the research and the current study, it is based on the following concepts:

2. Concept of Employee Empowerment

There have been multiple definitions provided by researchers for the concept of employee empowerment, among which we mention the following:"Foujet" believes that employee empowerment is the sharing of power with subordinates or the delegation of authority downward in the organizational structure (Abu Al-Majd, 2008).

This definition aligns with the previous one in that the concept of employee empowerment is about the delegation of authority from leaders to subordinates. As for "MalhamYahya Salem," I define it as the liberation of individuals from constraints, encouraging and motivating them, and rewarding them for exercising initiative and creativity (Malham, 2006, p. 06). As for empowering employees according to Conger and Kanungo, it is a process that leads to a person's belief in their self-capabilities. It is a feeling and commitment resulting from the employee's sense of their ability to make decisions, take responsibility, and that their performance is measured by results. They are viewed as thinkers and creators who contribute to performance development, not just as tools to execute orders (Rami Djamal & Adel Salem, 2008). Both Murrel and Mereditj see empowerment as enabling a person to take on greater responsibilities and authorities through training, trust, and emotional support (Murrelk & Meredith, 2000). On the other hand, Amer Al-Kubaisi defines employee empowerment as increasing attention to employees by expanding their authorities, enriching the amount of information provided to them, and broadening opportunities for initiative and proactivity in making decisions and addressing the challenges they face in their performance (Al-Kubaisi, 2004). This definition views employee empowerment as granting employees authority, providing them with information, and offering them opportunities to develop their initiative and creativity to tackle the problems that hinder their work.

2. Operational definition of employee empowerment

It is a management philosophy directed towards human resources within the organization that allows for increasing or granting workers participation in decision-making, expanding their

authority, motivating them, and holding them accountable in order to solve problems creatively, and encouraging the formation of a work environment to achieve organizational creativity among workers.

3. The Concept of Organizational Creativity

There are many definitions provided by scholars for the concept of organizational creativity, including the following:"Torrance" defines creativity as the process of sensing problems and being aware of them, as well as recognizing weaknesses and deficiencies, and maintaining new hypotheses to reach associations using available information, searching for solutions, and modifying and testing hypotheses when necessary to achieve results.

4.1. The Concept of Organizational Creativity

There are many definitions provided by scholars for the concept of organizational creativity, among which are the following: "Torrance" defines creativity as the process of sensing problems and being aware of them, as well as recognizing weaknesses and deficiencies, and maintaining new hypotheses to reach connections using available information, searching for solutions, and modifying and testing hypotheses when necessary to achieve results (Krouch & Lahrach, 2020). This definition emphasizes that creativity is the ability to anticipate problems and find solutions for them. "Marlok" defines creativity as the individual's ability to produce ideas, actions, or knowledge that are considered new and unfamiliar to others (Abawi, 2020). This definition shows that creativity involves bringing forth everything that is new, innovative, and unconventional, contributing to solving the problems faced by the organization. Abdrrahman Hayjan defines it as the process that leads to the emergence of a new idea, practice, or service that can be adopted by the organization's employees or imposed by decision-makers, resulting in a change in the work environment, processes, or outputs of the organization (Al-Faqouri, 2005). The creative individual plays a pivotal role in bringing about radical change at the management level within organizations, (Mahmoud, 2002) characterized by their ability to analyze complex problems with an unconventional perspective and innovate creative solutions that transcend routine and standard practices. They do not settle for addressing challenges with traditional tools; instead, they always strive to develop new working methods based on out-of-the-box thinking, leading to improved operational efficiency and increased productivity (Abawi, 2020). Additionally, the creative individual possesses a unique ability to propose innovative and acceptable ideas that align with the organization's culture and goals, making them a driving force for continuous development. They not only provide immediate solutions but also establish long-term strategies that enhance organizational innovation and keep pace with rapid changes in the work environment. Their creative ideas contribute to creating a

stimulating environment that encourages colleagues to actively participate and fosters a spirit of teamwork based on creativity and excellence. Thus, the creative individual becomes a fundamental driver of positive change within the organization, helping to transform challenges into opportunities and propelling growth by adopting advanced management methodologies that ensure the efficient achievement of strategic objectives.

4.2. Secondary concepts of the study

4.3. Work teams

A group of individuals who are interdependent, motivated by a shared commitment to achieve an agreed-upon goal (Tharwat, 2010)

4.4. Delegation of authority

The process by which the president assigns part of his powers and responsibilities to one of his subordinates to act on his behalf (Sharif, 2001)

5. Methodological procedures of the study

This study, employing standard scientific research methodologies, defines its scope across three key dimensions: spatial, human, and temporal. The spatial area for conducting field research was the regional directorate for the transportation of hydrocarbons via pipelines, Sonatrach, located in the state of Skikda. The human field encompassed the 504 employees within this institution, categorized into executive, control agents, and execution agents. Finally, the temporal frame of this research spanned from mid-April to mid-May of 2024, a period that included exploratory visits, questionnaire distribution, and data collection at the Sonatrach directorate in Skikda Province.

6. Data Collection Tools

The current study used a questionnaire as the main research tool, which included three sections: the personal data section encompassing gender, age, educational level, marital status, professional category, and seniority at work; a section for questions related to the first partial hypothesis concerning the extent to which team formation contributes to increasing organizational creativity; and a section containing questions related to the second partial hypothesis regarding the extent to which delegation of authority contributes to increasing creativity among workers. The questionnaire was piloted on a small sample of workers during the exploratory visit to the institution before being applied in its final form, with modifications made to some of the questions and replacing them with others, after which the questionnaire was distributed to the study sample estimated at 75 individuals.

7. Study Sample

The current study relied on a stratified sample that adheres to the procedures of stratified sampling without committing to randomness when selecting the sample elements. We obtained the selected sample by taking 15% of the original population, estimated at 504 workers, using the following method: sample = 15X504/100 = 75 elements. The use of the stratified sample is evident through dividing the study population into distinct categories (strata) based on activity, with this study having three categories: the category of frames, the category of control assistants, and the category of execution assistants. The representation ratio for each category was determined to be 15%.

Table No. (1) Size of the Selected Sample Vocabulary

Size of the Selected Sample	Number	Categories
37	247	Frames
35	236	Control Assistants
03	21	ExecutionAssistants
75	504	**Total**

8. Analysis and Interpretation Methods

The study relied on two methods for analysis and interpretation:

8.1. Quantitative Method

This method was used to quantify field data and calculate percentages related to the hypotheses and study variables.

8.2. Qualitative Method

Its use is evident in analyzing these quantitative data, interpreting them, and attempting to uncover the existing relationships governing the study variables.

8.3. Sample Characteristics

Here, we address the demographic and personal characteristics of the study population, which include six characteristics: gender, age, educational level, marital status, work seniority, and professional category. These characteristics help us understand the elements of the study population in terms of its composition and socio-professional dimensions.

Table (02) Distribution of sample individuals by gender

Gender	Repetition	percentage %
male 60	45	**60**

female40	30	**40**
total 100	75	**100**

The digital data presented in Table (2) regarding the distribution of study sample individuals by gender indicate that 45 individuals belong to the male category, accounting for 60%, while 30 individuals, representing 40%, are from the female category. This gender difference is attributed to the nature of the work practiced in the institution under study as a large economic entity, where some jobs require physical effort and morphological build to accomplish. Additionally, working in teams necessitates workers who can operate both day and night in shifts, and it also sometimes requires working additional hours in the event of emergencies that require immediate intervention; therefore, the institution needs male personnel more than females.

Table (3) Distribution of study sample individuals by age

Age	Repitiotion	Percentage %
Lessthan 30years	5	6.7
From30 to 35 years	16	16
From 36 to 41 yes	11	14.7
From 42 to 47years	13	17.3
From48 to 53 years	18	24
From 54 years up	16	21.3
Total	75	100

Statistical evidence presented in Table (3) related to the distribution of research subjects by gender indicates that the respondents are distributed in similar proportions. The age group between 48-53 years is the most represented, accounting for 24% with 18 respondents. This is followed by the age group over 54 years with 16 respondents, representing 21.3%. Then, we find the age group between 42-47 years with 13 respondents, which is 17.3%. The age group from 30 to 35 years has 12 respondents, accounting for 16%, while the age group from 36 to 41 years represents 14.7%, which corresponds to 11 respondents. Lastly, we recorded the smallest percentage of respondents under 30 years old, which is 5 workers, representing 6.7% of the total sample size. From these results, it can be said that the age distribution of the study sample is characterized by diversity in the average ages of the study population, especially among the

middle-aged and older individuals, who possess high levels of experience and extensive backgrounds that enable them to perform tasks with high spirit and responsibility.

Table No. (4) Distribution of sample individuals by educational level

EducationalLevel	Repetition	Percentage
Intermediate	01	**1.3**
Secondary	14	**18.7**
University	60	**80**
Total	75	**100**

The data in Table 4 related to the distribution of the study sample members according to their educational level shows that the majority of respondents acknowledged that their education level is university level, accounting for 80% of the total study sample, which represents 60 respondents. Meanwhile, 14 respondents confirmed that their educational level is secondary, representing 18.7%, while 1.3% of the sample members, which represents one respondent, have an intermediate level of education.

From these results, it is clear that the predominant educational level among the study sample members is university level, as the job requirements for the positions they hold necessitate obtaining higher university degrees in various scientific disciplines. It also indicates that the institution under study places increasing importance on employing and attracting university and institute graduates to benefit from their skills and knowledge to advance the institution and achieve its goals.

Table (5) Distribution of sample members by marital status

Social status	Reprtiotion	Percentage
Single	12	16
Married	62	82.7
Widowed	1	1.3
Total	75	100

The statistical data presented in Table (5) regarding the distribution of the study sample members according to the variable of marital status indicate that 62 respondents out of the total sample are married, representing 82.7%. In contrast, there are 12 respondents who are single, accounting for 16%, while we recorded one respondent who is widowed, representing 1.3%. It is clear from these results that the majority of the study population is married, which provides

individuals with the opportunity for psychological and social stability. Married individuals tend to have a higher degree of commitment to their work, as family responsibilities and the need to meet their family's needs drive this commitment. They are more diligent in performing their tasks, taking on responsibilities, and are more connected to the institution.

9. Analysis and interpretation of data related to the first hypothesis

In this section, we attempt to quantify and analyze the field data related to the first hypothesis, which states: The formation of work teams contributes to increasing organizational creativity among employees.

Table (6) Encouragement of the institution's management for joint work among employees

Percentage	Repetition	Sample Propabilities
65.3	49	Always
30.7	32	Sometimes
4	03	For ever
100	75	Total

It is evident from these results that the study community is characterized by diversity in the socio-professional composition and the nature of the work, tasks, and activities practiced by these professional categories present in the institution under study.

10. Analysis and Interpretation of Field Data

10.1. Analysis and Interpretation of Data Related to the First Hypothesis

In this section, we attempt to quantify and analyze the field data related to the first hypothesis, which states: From the numerical data in Table No. (6), we find that 49 respondents, representing 65.3%, acknowledge that the management of the institution encourages collaboration among workers. Meanwhile, 32 respondents, accounting for 30.7%, stated that the management sometimes encourages collaboration among workers, while 3 respondents, representing 4%, confirmed that the management does not encourage collaboration among workers. These results indicate that the institution under study is keen on promoting collaboration among workers to exchange knowledge and ideas, develop skills, and achieve coordination, interaction, and integration among employees to accomplish tasks efficiently and effectively.

Table (7) Development of the Spirit of Cooperation and Responsibility Among Workers and Increasing Creativity at Work

Percentage	Repetition	Sample / Propabilites
97.3	73	Yes
2.7	2	No
100	75	Total

The quantitative data presented in Table (7) shows that the majority of respondents acknowledge that the development of the spirit of cooperation and responsibility among workers contributes to their creativity at work, with a percentage of 97.3% of the total sample of the study. Meanwhile, 2.7% of the total sample do not believe that the development of the spirit of cooperation and responsibility among workers enhances their creativity at work. These results indicate that fostering a spirit of cooperation and a sense of responsibility increases workers' creativity in their tasks and provides them with opportunities to exchange information and ideas freely and humanely. Cooperation among workers leads to faster completion of tasks and generates a sense of responsibility and commitment to the decisions made, which in turn achieves creativity and initiative among them.

Table (8) Contribution of Solidarity and Interaction Among Workers in the Organization and Increasing Their Creative Capacities

Percentage	Repetition	Sample / Propabilities
96	72	Yes
4	3	No
100	75	Total

The quantitative evidence presented in Table (8) shows that 96% of the total study sample, which represents 72 respondents, affirm that solidarity and interaction among workers in the organization enhance their creative capacities, while 3 respondents, or 4%, do not see it that way.From these percentages, it is clear that the majority of respondents confirmed that solidarity and interaction among workers in the organization increase their creative capacities and allow them to recognize the strengths and weaknesses of the team.Solidarity and cooperation among workers create a conducive work environment free from conflict, tension, and disagreements, which in turn helps in generating creative ideas and a spirit of initiative among workers.

Table (9) encourages management to foster team spirit and achieve excellence and quality in work

Percentage	Repetition	Sample Propabilities
92	69	Yes
8	6	No
100	75	Total

The quantitative data presented in Table (9) indicate that the majority of respondents stated that management's encouragement of team spirit achieves excellence and quality of work, with 92% of the total sample indicating this, while 8% of the total sample stated the opposite. These results clearly show that management's encouragement of team spirit leads to excellence and quality of work, as instilling the values of teamwork among employees by the organization enhances performance excellence, stability, and integration among employees in the work environment. This confirms the organization's management's approach and encourages employees to join and form a team to increase work efficiency and quality.

Table (10) Contribution of management's direction and encouragement in forming a team and achieving creativity among workers

Percentage	Repetition		Sample Propabilities
97.3	73		Yes
2.7	2		No
100	75		Total

The numerical data presented in Table (10) indicate that the majority of respondents acknowledge that management's encouragement in forming a team fosters creativity among workers, with a percentage of 97.3% of the total sample of the study. Meanwhile, 2.7% of the total sample stated that management's encouragement in forming teams does not achieve organizational creativity. These results suggest that the institution under study employs modern methods in work design, including encouraging its workers to form a team that contributes to the cohesion of the work group and the achievement of common goals. Teamwork is seen as a means to exchange ideas, experiences, and knowledge among workers, increasing the speed of problem-solving and reaching better decisions, and empowering employees within the institution, which drives them to innovate and propose new ideas in their work. 6-2- Analysis

and interpretation of data related to the second partial hypothesis: In this section, we attempt to quantify and analyze the data related to the second hypothesis, which states: Delegation of authority contributes to increasing organizational creativity among employees.

Table (11) Involvement of management in decision-making with its workers

Percentage	Repetition	Sample Propabilities
40	30	Always
36	27	Sometimes
24	18	For ever
100	75	Total

The digital data presented in Table (11) regarding the participation of management in decision-making indicates that 40% of the total study sample acknowledge that the institution provides them with opportunities to participate in decision-making. They mostly belong to upper and middle management levels, as well as department heads, direct supervisors, and workers with significant professional experience, as they serve as a reference for understanding the nature of the work and its progress. Meanwhile, 36% of the selected sample indicate that the institution's management occasionally opens the door for its workers to participate in decision-making. Finally, 24% of the selected sample acknowledge that the institution's management, which mostly belongs to lower management levels, allows for participation. These results indicate that the institution under study opens the door for workers to participate in decision-making, but not for all workers; rather, it is for those who have academic qualifications, high experience, and seniority in the job.

11. Analysis of Delegation Policy and Its Impact on Stimulating Creativity Among Employees in the Organization

The quantitative data extracted indicate a strong positive relationship between the delegation policy implemented by the organization's management and the stimulation of creativity and initiative among employees. The majority of the sample (86.7%) believe that delegation of authority is an incentive for increasing their creativity, which emphasizes the importance of this management approach in enhancing self-motivation and innovative capabilities of employees. In terms of performance, most workers (66.7%) consider that granting them some powers and responsibilities makes them more productive at work,

reflecting the positive impact of delegation on trust and responsibility, and consequently on efficiency and effectiveness in performance. These results are reinforced by, which indicates that a large percentage of respondents (92%) acknowledge the contribution of the delegation process to increasing their level of creativity and initiative. Overall, this data supports the idea that adopting modern management methods based on empowering employees through delegation and participation in decision-making effectively contributes to unleashing their latent creative energies and enhancing their inclination to take initiative. Conversely, the small percentages that did not see a positive effect from delegation (13.3%) call for further research to understand the underlying reasons, which may relate to the mechanisms of applying delegation or the organizational and cultural context of the institution.

Discussion and Recommendations

Towards Enhancing Creativity Through Effective Empowerment. The results derived from the current study emphasize the necessity for institutions to adopt modern leadership styles that go beyond traditional methods based on centralization and strict control. The shift towards participatory management models that grant employees clear powers and responsibilities, and allow for their involvement in decision-making, is considered a strategic investment in human capital and its creative capabilities. To ensure the effectiveness of delegation policies, institutions must design clear and specific mechanisms for delegation, while providing the necessary training and qualification for both leadership and employees to effectively implement these policies. Furthermore, it is essential to create a supportive and stimulating work environment that encourages risk-taking and values creative ideas, along with providing the necessary resources for their implementation. There is also a need for an in-depth study of the reasons why a small group of workers do not respond to delegation policies, and to address these reasons by improving communication mechanisms, clarifying goals and expectations, and building mutual trust between management and employees. In conclusion, delegation of authority represents a powerful tool for stimulating creativity and improving institutional performance; however, maximizing its benefits requires adopting an integrated management vision that considers various organizational and cultural aspects and works to achieve a balance between granting authority and bearing responsibility. It is suggested to conduct more qualitative studies to explore the contextual factors that influence the effectiveness of delegation in diverse work environments. The ratios and results indicate the role of the delegation of authority from the institution to the employees, especially at the lower administrative levels, which enables employees to influence strategic decisions at higher levels. The idea of

empowering employees requires granting them the necessary flexibility and freedom to perform their tasks in the way they see fit, encouraging them to take responsibility for the decisions they make, as well as the necessity for the institution to adopt modern management patterns and practices that reflect employee empowerment, which includes granting employees participation in decision-making, delegating authority and responsibilities, and providing them with more freedom to act in order to develop their creative behavior.

12. Study Results

12.1. Result of the First Partial Hypothesis

Based on the quantitative evidence and the results obtained from the study related to the first hypothesis, we conclude that the management of the institution under study encourages its employees to work collaboratively in order to exchange knowledge and ideas for efficient and effective work. The study results also revealed that fostering a spirit of cooperation and responsibility among employees enhances their creativity. Additionally, the institution under study produces modern methods in work design and empowers employees by encouraging the formation of work teams, which has contributed to achieving creativity and initiative among employees. From this, the quantitative evidence we obtained confirms the validity of the first hypothesis and its realization in the field, which states: "The formation of work teams contributes to increasing organizational creativity among employees." The higher the institution adopts a high degree of empowering employees by encouraging them to form work teams, the more it leads to an increase and realization of initiative and creativity among employees.

12.2. Result of the second partial hypothesis

Through our analysis of the data related to the second hypothesis, we conclude that the institution under study limits its employees' participation in decision-making, and that granting employees the freedom to act in certain work matters contributes to the development of their creativity. Field evidence collected from the institution under study revealed that delegating authority and powers by the management contributes to the development and increase of creativity and initiative among employees. This result confirms the validity and accuracy of the second hypothesis, which states: Delegating authority contributes to increasing organizational creativity among employees. The more the institution adopts a style of delegating authority and power, the more it leads to the development of creativity and initiative among employees, as confirmed by the evidence we collected from the field.

12.3. General result of the study

The confirmation of the two partial hypotheses validates the general hypothesis of the study, which states: Empowering employees contributes to increasing organizational creativity

among workers. The quantitative evidence and results of our study demonstrated that the institution's adoption of a high degree of employee empowerment through team formation contributes to the development of creativity and initiative among employees, and that the institution's adoption of modern management methods that promote participation in decision-making and delegating authority enhances creative behavior among employees.

Conclusion

Through this study, which addressed the role of employee empowerment in enhancing organizational creativity at the Regional Directorate for the Transport of Hydrocarbons via Pipelines affiliated with Sonatrach in Skikda Province, it was found that the success of modern organizations and their competitive advantage fundamentally depend on adopting advanced management methods, particularly those that enhance participation in decision-making, delegation of authority, and the formation of self-managed teams. The results of the study showed that employee empowerment plays a pivotal role in stimulating creativity and initiative, as delegating authority enhances trust and increases individual and collective responsibility, positively reflecting on organizational performance. In the context of searching for motivators of organizational creativity, the study reached significant conclusions that affirm the central role of employee empowerment, participation in decision-making, and teamwork in enhancing innovation. The results revealed a strong positive correlation between the adoption of employee empowerment policies by institutions and increased levels of creativity and self-initiatives. The importance of involving employees in design and operational processes emerged as a motivating factor for creativity, as this involvement enhances their sense of belonging and drives them toward providing innovative solutions. Additionally, the study emphasized the active role of participatory teams in enriching the organizational environment through the exchange of experiences and the generation of new ideas. Based on these results, the study recommends generalizing empowerment policies within the organizational structure, promoting a culture of participation and idea exchange, and activating a reward system that stimulates creativity, affirming that employee empowerment represents a fundamental developmental strategy for achieving sustainable organizational excellence, requiring institutions to adopt flexible management models that keep pace with global developments while ensuring periodic impact measurement.

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