

Strategies for Empowering Workers and Their Role in Enhancing the Quality of Career in the Institution

(Field study at the Metji and Mobilis institutions in Mostaganem)

Bettahar Bakhta

Faculty of Economic and Commercial Sciences and Management Sciences

University of Mostaganem, Algeria

Received 2 Jan. 2019, Revised 2 Feb. 2019, Accepted 5 Mar. 2019.

Published 1 May 2019.

Abstracts

The study aims to determine the relationship between the empowerment of employees and the quality of the career in my institutions. We distributed 50 forms between the employees of Metegy and Mobilis in Mostaganem. Thirty forms were distributed to the employees of the first institution, and 22 were returned for analysis, equivalent to 73.33% Distributed, while 20 forms were distributed to the second institution, 15 of which were valid for analysis, which equals 75% of the distributed forms. Thus, the total number of distributed forms was 50, of which 37 forms were retrieved, an estimated 74% of the distributed forms. We have reached Aden, the most important of which is a strong positive correlation between the empowerment of employees and the quality of career in both institutions.

Keywords: Empowerment of Employees, Quality of Life, Metegy Foundation, Mobilis Foundation.

1 Introduction

In the context of ecological changes and technological and marketing pressures, most of which affect the human element, many organisations today face many risks that require them to find policies and strategies to build trust between the organisation and empowerment of their employees. Empowering employees is an organisational strategy, that requires new skill and a useful gateway for ongoing managerial improvement and improvement. It is to give employees more power to act, to make decisions and to be actively involved in the management of organisations. Empowerment mainly involves the delegation of decision-making power to Front Line staff or Supervisory management to enable them to respond immediately to customer needs, problems and demands in the quality of the career life too.

In this context, attention has been given to quality of life to improve the worker's lifestyle by developing the environmental system necessary to support and develop new options that enhance the participation of citizens and residents in cultural, leisure and sports activities. This is in addition to other appropriate activities that contribute to enhancing the quality of life of the individual and the family, generating jobs and diversifying economic activity. The following problem can be raised: How can employee empowerment strategies enhance the quality of the organisation's career?

2 Hypotheses

Thus the following Sub-questions arises:

- What are the strategies for empowering workers?
- What are the aspects of quality of career?
- Is there an impact on the strategy of empowering workers on the quality of career in the two institutions of study?

Thus the hypothesis of this study:

- The level of strategies to activate the empowerment of workers within the two institutions is good and improving continuously.
- The quality of life of both institutions is good and improving.
- There is a weak impact on the strategy of empowering workers on quality of life.

3 The Importance of the Study

The importance of the research that we have done in trying to highlight the contribution of empowerment enables employees to enhance the quality of the careers of both institutions by giving them a sense of their importance in the organisation and encouraging them to apply their new ideas and characterise their behaviour according to the needs of their institutions.

4 Methodology of the Study

The method used: We relied on the methodological analysis and descriptive in the theoretical side in both axes in order to agree with the data of our research, and the applied side, we relied on a case study methodology to apply the concepts of theory to two institutions in reality.

The focus of the study: We divided our study into three axes, focusing on the first axis on the strategy of empowering the workers. The second axis focused on the aspects of the quality of the career, and the third axis focused on the effect of enabling the workers to enhance the quality of life in two institutions under study.

5 Theoretical Framework

The purpose of Empowerment in the organisation is management and control throughout the organisation, the overall impact and build customer loyalty and create the employee's private ownership of the productivity, quality and principles of the organisation.

5.1 The Concept of Empowerment and its Dimensions

5.1.1 The Concept of Empowerment

"Empowerment is defined as giving different powers to employees through which they can make different decisions, exercise control, take responsibility and use their abilities through training and trust."

According to invencevichet: "It is a process that helps other managers to acquire and use the power they need to make a decision that has an impact on them and work."

"It is the work that allows people to make workplace decisions by expanding their autonomy in decision-making," Vogt said.

Kahreh defines it as "the freedom and powers granted to employees to perform their functions and to control them with the best possible consideration."

"The idea of empowering workers or involving them in the management of decision-making in the direction of instilling confidence in the same employee, and informing him that it is an important factor in achieving the objectives of the organization and its development, and that the workers of different positions are partners of high value and importance in drawing the message of the organization and in achieving This message."

Through previous definitions, we conclude that empowerment is an expression of the process that helps employees accomplish their work well, while being aware of the importance of doing their work promptly.

5.1.2 Empowerment Dimensions

Many researchers agreed that there are five basic dimensions of empowerment:

- The first dimension: the task is concerned with the freedom to act that allows the individual who is enabled to perform tasks;
- The second dimension: the determination of the task that takes into account the amount of autonomy that the employee or group of employees are responsible for performing their work tasks, that is to what extent they are directed and need permission to accomplish their tasks and to what extent the policies and procedures of the organization explain what needs to be done;
- The third dimension: power takes into account the sense of personal power possessed by individuals as a result of empowerment, and this means the efforts of the administration to share power with the people and strengthen their sense of empowerment;
- The fourth dimension: the obligation that takes into account the discovery of assumptions about the sources of individual commitment and the organisational subordination of a specific method of empowerment;
- The fifth dimension: Culture that examines the extent to which the culture of the organisation is strengthened Empowerment to what extent culture can be characterized by bureaucracy, task orientation, roles or control.

5.2 The Entrances to the Strategy of Empowering Employees

Enabling strategy entries can be grouped into:

- Empowerment as an Organization Process: Empowerment is defined as an organization with multiple inputs to which different processes are conducted in order to reach the desired and limited outputs with high performance and customer satisfaction. Empowerment in this

perspective refers to participation among senior staff and management in four key elements: information about the organization, helps employees understand their tasks, contribute to the overall performance of the organization and rewards that are determined based on overall performance.

- Motivational input: Empowerment is viewed through the perspective of motivation as an individual's motivational situations or beliefs. This perspective is based on the assumption that individuals need empowerment where power or power includes an effective motive for influencing or controlling others, as well as other beliefs about an individual's ability to conform With influence on events, attitudes and individuals such as internal and external control.

Empowerment is defined by the ultimate goal of the job. It is also called a marketing perspective that focuses on the degree of service intended for customers to satisfy them. Empowerment here represents the equal transfer of responsibility and authority from managers to subordinates for the quality of their choice or freedom to choose Ways to execute planned tasks to satisfy customers and to achieve the objectives of the organization and to participate in information analysis and decision-making.

- Cultural input: The organizational culture is composed of values, standards and common practices within the organization. The organization that seeks excellence and success enjoys a strong culture because it includes values that represent a high performance by adopting the values of independence. It encourages employees to take risks and give them powers and responsibilities to conduct their business freely, i.e., to modify the relations between the president and the subordinates, since the effectiveness of the heads will be measured by the performance of those under their supervision rather than their performance as individuals. Which leads them to adopt practices and methods of development and therefore Empowerment represents a practice and management philosophy that reflects the values organized.

5.3 Formulating the Strategy of Empowering Workers

These formulas are as follows:

Empowerment through participation: Empowerment forms are empowering decision makers, a process that managers have been tasked with, and individuals have contributed to decision-making as a contribution by changing any desire to expand the framework of democracy. However, noted that empowerment was a basis for participation.

Participation comes at two levels, cost level which means owning employees for decision-making power related to direct labour costs. And at the level of the service industry as it relates to the needs of employees, which deals with the decisions of excellence to meet the service to customers.

Empowerment formulas: This formula includes a detailed step-by-step program that encourages employees to recognize and lack the role of empathy for the client's suffering in order to value the service provided by the organization and to resort to initiatives to meet customer service requirements within this context.

- Empowerment formulas: Owners of industrial organizations have a great deal of emphasis, so they are supposed to help employees to strengthen their decision-making position. In the ownership of workers, workers can resist or at least improve the impact of pressure and exploitation by owners.

5.4 Quality Aspects of Career

The development of appropriate activities contributes to enhancing the quality of life of individuals and families, creating jobs and diversifying the economy, as well as raising the level of cities to be among the best cities in the world.

5.4.1 The Concept of Quality of Life

The concept of quality of life (QoL) reflects an internal sense of satisfaction, good condition and the ability to self-care and the integration of social roles in a positive way and benefit from environmental sources through employing them positively. Al-Faramawi confirms however that the way we see the quality of life lies in the person being as his/her activity is directed from within him by the use of their energies. QoL His is thus characterised by positive, productive, and renewed, and flexible with attitudes.

The World Health Organization (WHO) defines "the ability of an individual to enjoy his or her potential in life and to feel secure, satisfied, happy and well-off even if he has something to do with it."

Deniz's definition: "The individual's perception of his cultural status, the value system of the society in which the individual lives, his relationship to his goals, expectations, constants and beliefs, including psychological aspects and the level of personal independence." Taylor and Rogdan defined it as "the satisfaction of the individual with his ability to live and to feel comfortable and happy."

Through the previous definitions, one could conclude that quality of life is a sense of comfort in the individual so that he can listen to the possibilities available to him in life.

5.4.2 Quality of Life Dimensions

Majdi identifies three dimensions of quality of life as follows:

- *The quality of life objective*: The material resources provided by society, as well as the personal social life of the individual.
- Quality of life itself: which means how everyone feels good life lived or the extent of satisfaction and satisfaction of life, and then feeling happy.
- *The quality of existential life*: It means the depth of good life within the individual through which the individual can live a harmonious life, which reaches the ideal to satisfy his biological and psychological needs, and live in harmony with the ideas and spiritual and religious values prevailing in society.

5.5 Explained Trends of Quality of Life

Due to the many definitions of quality of life by many researchers, this led to the multiplicity and emergence of many different trends, including:

- The psychological trend: Life for man is what he realizes, so that the individual's assessment of objective indicators in his life such as income, housing, work and education is a direct reflection of the individual perception of quality of life in the existence of these variables for this individual at a specific time and under certain circumstances The concept of ambition, the concept of expectation as well as the concepts of satisfaction, compatibility, mental health. Some believe that the essence of quality of life lies in the quality of life. In satisfying needs as an essential component of quality of life,

In accordance with the principle of satisfying needs in the theory of Abraham Waso.

- Social trend: Meyer Hanks (1984) finds that interest in quality of life studies has long begun and has focused on objective indicators of life such as birth rates, mortality rates, rate of disease victims, quality of housing, educational levels of community members, income level. The indicators vary from one society to another. The quality of life is linked to the nature of the work done by the individual and the individual's earnings from his work, the professional status of the individual and his impact on life. Many researchers believe that the individual's relationship with colleagues is an effective factor in achieving the quality of life. Markedly on The employee's satisfaction or dissatisfaction with his work.
- The medical trend: This trend aims to improve the quality of life for individuals suffering from various physical, mental or mental diseases through the guidance and treatment programs and quality of life is a common topic of lectures on health status and health development has increased the attention of doctors and specialists of social affairs. And researchers in social sciences to promote and raise the quality of life of the disease by providing psychological and psychological support for them.

5.6 Components of Quality of Life and Comprehensive Indicators

5.6.1 Quality of Life Components

The quality of life in an individual is not limited to the determinants and personality of the individual, not to the different domains and themes of life, but also to the variables associated with individuals who are in the realm of personal cognition such as parents, siblings, relatives, friends, and quality of life. A range of dimensions that measure the quality of life of individuals:

- Thematic components include: physical health, the standard of living, social relations, family relations, community activities, mental health, work, life philosophy, rights, leisure;
- Self-components: self-perception, personality characteristics of the individual.

Schallock believes that the components of quality of life are three:

- Self-components: personal assessment through satisfaction and happiness;
- substantive components: functional assessment and observation of participation, environmental conditions and events, interaction in daily activities, self-determination, personal control, role situations, education, occupation, housing;
- External components: social stimuli, the standard of living, work level, life expectations.

5.6.2 Comprehensive Indicators of Quality of Life

They are quality indicators of life in:

- The World Economist Intelligence Unit, an annual index issued by the Economist Intelligence Unit, classifies cities in 140 countries according to the quality of urban life based on the assessment of stability, health care, culture, environment, education, sports and infrastructure;
- The Mercer survey of the quality of life: 231 cities based on the following aspects: transport, political, social and cultural environment, public services, health, economic environment, schools, education, natural environment, housing, media, theatres, cinemas, sports, consumer goods, restaurants and recreation;
- Monocle lifestyle list: An annual list of 25 of the world's best living cities. The assessment is based on the following aspects: global communication, environmental issues, access to

natural places, architectural quality, urban design, health care, business environment, crime, security, culture, restaurants, tolerance and development. Initiating policies;

- World Happiness Index 2017: which ranks 155 countries according to levels of happiness based on the following aspects: corruption, freedom of choice, life expectancy, GDP per capita, social support and giving;

- The OECD Quality of Life Index, an indicator that compares the quality of life among countries on the basis of the Organization's view of: security, health, income, employment, the balance of life, work, education, level of satisfaction, housing, environment, society and civic participation;

- ARRP Quality of Life Index

A unique initiative by the Institute of Public Policy to measure the quality of life in American communities based on the following aspects: transport, health, economy, education, housing, residential neighbourhoods, environment, community participation and equal opportunities.

5.7 The Impact of Enabling the Workers to Enhance the Quality of the Career at the Metegy and Mobilis Institutions in Mostaganem

We will try to provide a description of the methodology and procedures followed in completing the study, in addition to analyzing the study data and testing hypotheses.

5.7.1 The Methodology of the Field Study and the Tools Used

5.7.1.1 The Society and the Sample of the Study:

The study population consists of two staff members of two institutions: Metegy Unit, Mostaganem and Etisalat Mobilis in Mostaganem, where 30 forms were distributed to the employees of the first institution and 22 forms were received for analysis, i.e. 73.33% While 20 forms were distributed to the second institution, 15 of which were valid for analysis, which equals 75% of the distributed forms. Thus, the total number of forms distributed was 50, of which 37 forms were retrieved, an estimated 74% of the distributed forms, Is statistically acceptable since the sample size is produced Oz has 30 members.

5.7.1.2 The Study Tool:

The questionnaire was built to address the three variables of the study. It allocated a space for the personal information of the sample members and their projects (gender, age, academic level, institution, number of years of experience in the institution and the functional category).

While the questionnaire contained 12 paragraphs divided into two axes, the focus of activating the strategy of empowering employees within the two institutions has 6 paragraphs, and the quality of life in both institutions includes 6 paragraphs.

It should also be noted that we adopted the Likert Scale as a tool for study and analysis of the questionnaire.

5.7.1.3 Statistical Tools Used in Data Analysis:

The data were analyzed and processed by the statistical program (SPSS). Reliability was measured to confirm the stability of the study instrument through the Cronbach-alpha

coefficient. The paragraphs were analyzed by descriptive statistical measures (frequencies, arithmetic mean), standard deviation).

The paragraphs were arranged according to the One Sample T-test, in addition to the use of the hypothesis test, as well as the use of the One Way ANOVA technique to analyze the variance of respondents' answers according to some characteristics of the sample and their projects.

As for the level of significance used, it is 0.05, which is the most widely used in economic and social studies, i.e., we accept zero hypothesis H_0 if the level of significance calculated exceeds this level; otherwise we reject H_0 if the level of significance is less than this level.

5.7.2 Analysis of the Data and Results of the Questionnaire

5.7.2.1 Analysis of the Validity and Veracity of the Paragraphs of the Questionnaire:

The degree and veracity of the vertebrae of each axis of the questionnaire were tested through the Alpha-Cronbach test, and the results are shown in the following table.

Table 1: Values of the validity of the questionnaire (Cronbach Alpha).

the axes	Number of paragraphs	Stability coefficient	Honesty coefficient
Level of activating the strategy of empowering employees within the institutions	6	81.21%	90.11%
Quality of career in the two institutions	6	84.14%	91.72%
Previous axes together	12	82.04%	90.57%

Source: Survey results based on SPSS.

It is clear that the Alpha Cronbach coefficient is high for the questionnaire with all its axes and acceptable because it exceeds the acceptable 70% for the total axes. This indicates the relative stability of the whole questionnaire and the parameters of the questionnaire. Indicates the genuineness of his various statements.

5.7.2.2 Analysis of the Characteristics of the Sample of the Study

The responses of 37 employees were analyzed in both institutions. The characteristics of their personal and functional data showed the following results:

- For the gender variable: 63.71% of the male respondents, while the percentage of females is 36.29%, which indicates the relative weakness of the presence and representation of women in the business units of large enterprises.

- For the age variable: 21.61% between the ages of 21 and 30, 51.49% between the ages of 31 and 40, 21.23% between the ages of 41 and 50 years, and 5.67% between the ages of 51 and 60 years. Which confirms that most of the employees of the Algerian institutions of the Shabanian class of university graduates, with the presence of a high-caliber, which may give

it a competitive advantage of human resources by the integration of youth (renewal) and experience;

- For the variable of the academic level: 16.49% for secondary level, 78.10% for university level, 5.41% for postgraduate level, which confirm the tendency of Algerian university graduates to work in public office and prefer to work in administrative and technical positions. Economic institutions, which provides these institutions with important intellectual capital.

- For the institution variable: 62.08% of the respondents were employees of the Mostaganem Unit of the Metegy Foundation, while 37.92% of them were employees of the Mostaganem Unit of Mobilis. This shows a relative parity in the sample size taken from the two institutions;

5.7.2.3 Analysis of the sections of the study axes: We will analyze the results of the answers to the paragraphs of each axis of the questionnaire

- Analysis of the paragraphs of the first axis: The first axis is to activate the strategy of empowerment of employees in the two institutions, which includes 6 paragraphs are shown in the following table:

Table 2: Review the paragraphs of the first axis Paragraph as per Number Paragraph statement.

Paragraph number	Paragraph statement
01	Empowerment in the two institutions gives different powers to the employees through which they can make different decisions.
02	Empowering staff in the two institutions to transfer responsibility and authority equally from managers to subordinates to quality in the selection of tasks.
03	Empowerment within the two institutions helps to carry out different operations in order to reach the desired and limited outputs with high performance.
04	Empowerment within the two institutions gives freedom to staff to perform and control their functions in the best way.
05	Empowerment in the two institutions from a marketing perspective focuses on the degree of customer service to satisfy them.
06	06 Encourages the empowerment of workers within both institutions to take risks and give them powers and responsibilities to conduct their business freely.

Source: questionnaire prepared by the researcher.

Using the statistical tools, the paragraphs of the first axis were analyzed. The following table shows the results of this analysis:

Table 3: Analysis of the first axis paragraphs.

Number of standard	arithmetic mean	Standard Deviation	Degree of approval	Test Value T	Level of significance	the decision	Rank
01	2.53	1.28	not agree	0.585	-0.550	The phrase is not verified	05
02	2.10	1.52	not agree	0.089	1.177	The phrase is not verified	06
03	3.85	1.09	Ok	0.047	0.696	The phrase is verified	01
04	3.79	0.98	Ok	0.004	3.027	The phrase is verified	02
05	2.92	1.17	Neutral	0.147	0.795	The phrase is not verified	04
06	3.19	1.19	Neutral	0.329	0.988	The phrase is not verified	03
the first axis	3.45	1.14	Neutral	1.937	0.059	The level of activating the strategy of empowering workers within the institutions under study is insufficient and needs improvement.	

Source: Survey results based on SPSS.

It is clear from the above table that the two institutions have not been able to activate the Enabling Empowerment Strategy adequately. This is mainly due to the lack of interest of the two institutions in integrating empowerment issues into their strategies and not strengthening them in ways that allow employees to express their views at work in the middle of the institutions, And not allow them to adopt strategies to exchange ideas and suggestions about their work with employees in other institutions, reflecting the weakness in their desire to consolidate the image of the advanced institution, in addition to their interest in stakeholders is insufficient, as they do not work on Their customers have insufficient capacity due to the lack of materials used in production. This shows that Algerian

institutions still have a lot to come to the best strategy in empowering employees and putting them into successful educational programs.

-Analysis of paragraphs of the second axis: The second axis is the level of quality of life in the two institutions, which includes 6 paragraphs are shown in the following table:

Table 4: Review the Paragraphs of the Second Axis.

Paragraph number	Paragraph statement
07	The quality of life in both institutions is characterized by an internal sense of satisfaction, well-being and self-care.
08	The way to quality of life in both institutions lies in the attachment of man to his being, and his activity is directed from within him by the use of his energies.
09	The quality of life in the two institutions is based on the ability of the individual to enjoy the possibilities available to him in life and his sense of security, satisfaction, happiness and well-being.
10	The quality of life in both institutions develops the individual's perception of his or her cultural status and of the system of values in the society in which the individual lives.
11	The quality of career in the two institutions is consistent with the prevailing spiritual and religious ideas and values in society.
12	The quality of life in both institutions lies in satisfying needs as a basic component of life, in accordance with the principle of satisfying needs.

Source: questionnaire prepared by the researcher.

Using the statistical tools we analyzed the paragraphs of the second axis, and the following table shows the results of this analysis:

Table 5: Analysis of the second axis.

Number of standard	arithmetic mean	Standard Deviation	Degree of approval	Test Value T	Level of significance	the decision	Rank
07	2.53	1.14	not agree	0.778	0.585	The phrase is verified	05
08	2.10	1.08	Ok	3.661	0.089	The phrase is verified	06
09	3.85	1.09	Ok	1.445	0.047	The phrase is not verified	01

10	3.79	1.37	Ok	-0.552	0.004	The phrase is verified	02
11	2.92	1.47	Neutral	1.477	0.147	The phrase is not verified	04
12	3.19	0.89	Neutral	2.414	0.329	The phrase is verified	03
the Second axis	3.45	1.04	Ok	2.784	0.041	The quality of life is good and is constantly improving in two institutions.	

Source: Survey results based on SPSS.

It is clear from the previous table that the quality of life is good and is constantly improving in both institutions. This is due to its long term goals in order to ensure an internal sense of satisfaction, good condition and self-care. Its activity is directed from within it by using its productive capacity, which consolidates the organisational capacities of the two institutions and makes them more cohesive in general, and provides solutions to the problems faced by the two institutions. Thus, the quality of life in both institutions depends on the ability of the individual to enjoy the possibilities available to him. For the life and sense of security and satisfaction, happiness and well-being of the organization to achieve its objectives, it is not surprising that scientists have identified the development of quality of life in the two institutions the perception of the individual's cultural status, and the value system in the society in which the individual lives. As a multilayered structure that can be divided into layers according to the observability of these phenomena and their analysis over time which produces behavioural standards that are adopted in solving the problems faced by organisations.

5.7.3 Test Hypotheses of the Study

-The first hypothesis test: From Table (03) it is clear that the first hypothesis is not realized in the two institutions under study. The level of activating the strategy of empowering workers within the two institutions under study is insufficient and needs improvement.

-The second hypothesis test: from Table (05) it is clear that the second hypothesis is not achieved in the two institutions under study, as the quality of life is good and constantly

improving in two institutions, they are involved in the development of strategies that promote development team spirit Within the two institutions.

-Testing the third hypothesis: To test the validity of the third hypothesis must measure the extent to which the empowerment of employees (independent variable) to enhance the quality of the career of the two institutions (dependent variable), which is shown in the following table:

Table 6: correlation analysis of the two variables.

Variable	The first variable (independent variable)	Level of significance	the decision
Second (dependent variable)	53.61%	0.009	There is a strong positive correlation sign.

Source: Survey results based on SPSS.

It is clear from the previous table that there is a robust statistical correlation, and therefore there is a relationship between the empowerment of workers, and the organizational culture of the two institutions and the nature of this relationship is a strong positive, which indicates that other factors have more impact on enhancing the quality of the career. The activation of the two-year empowerment strategy of the two institutions under study helps to enhance the quality of their careers.

5.8 Discussion and Conclusion

At the end of this empirical study, it is possible to say that the strategies for empowering workers are many and varied and all contribute in a small way to improving the quality of life of the two institutions. Empowering employees is one of the key elements needed to achieve the quality of life because empowering employees is designed to help employees be more capable and competent in their work and achieve the best results, thus achieving high institutional and organisational performance in decision-making and even in ownership.

This is because the quality of the career represents the positive psycho-social expression that occurs in the response of the individual and the groups to the programs and services provided, meaning that when these services have a positive effect that expresses the satisfying effectiveness of behaviour in the right direction, this is the criterion of their contribution to quality of life. The most important results are:

- The level of activation of the strategies of empowering workers within the institutions under study is insufficient and needs improvement;
- Lack of strategies supporting training programs that contribute to empowering staff within both institutions;
- The quality of the career is good and continually improving in two institutions;

- The most variables that enable workers to influence the quality of the service are the variables of participation in ownership followed by the assessment of achievement and then a delegation of authority and participation in decision-making.
- The two institutions under study do not provide good working conditions for their staff and are not in conformity with working conditions in international companies;
- Negligence by the two institutions for staff interventions and not allowing them to adopt strategies to exchange suggestions and ideas about their work with employees in other institutions.

The main recommendations are:

- To motivate creative workers by providing them with financial rewards and promotion;
- Give employees more powers and powers to solve problems and make decisions with appropriate speed and accuracy;
- Increase the attention to the quality of the career of workers in terms of the need to provide opportunities for workers to raise and grow and career development;
- The need to leave room for employees to express their views freely in the decisions taken by the senior management.

BIBLIOGRAPHY

- AL-MUHAIRAT, I (2010) THE IMPACT OF EMPOWERMENT ON THE EFFECTIVENESS OF THE ORGANIZATION, 1, DAR JALLIS AL-ZAMAN, AMMAN.
- AL-DOURI, Z AND SALEH, A (2009) DEPARTMENT OF EMPOWERMENT AND ECONOMICS OF TRUST, DAR AL-YAZURI, JORDAN.
- HINDAWI, M (2010) SOCIAL SUPPORT AND ITS RELATION TO THE LEVEL OF SATISFACTION WITH THE QUALITY OF LIFE OF THE PHYSICALLY DISABLED IN THE GAZA GOVERNORATES, AL-AZHAR UNIVERSITY, EGYPT.
- ANTROUAS, R AND MAAYAA, A (2008) MANAGEMENT OF TRUST AND EMPOWERMENT, I 1, MODERN BOOK WORLD, JORDAN.
- QUALITY OF LIFE PROGRAM (2020) IMPLEMENTATION PLAN, QUALITY OF LIFE PROGRAM, SAUDI ARABIA.
- AMAL, P (2014) QUALITY OF LIFE AND ITS RELATION TO THE PSYCHOLOGICAL IDENTITY OF VICTIMS OF TERRORISM IN ALGERIA - FIELD STUDY IN THE MUNICIPALITY OF BARAKI - DEPARTMENT OF HARRACH, ALGIERS, PHD THESIS IN PSYCHOLOGY, HUMANITIES AND SOCIAL SCIENCES, UNIVERSITY OF BISKRA, ALGERIA, 2013-2014.
- HOMS, A (2010) BIRTH CONCERNS OF MOTHERS IN THE GOVERNORATES OF THE GAZA STRIP AND ITS RELATIONSHIP TO QUALITY OF LIFE, MASTER THESIS IN PSYCHOLOGY, FACULTY OF EDUCATION, GAZA UNIVERSITY, PALESTINE.
- ABU YUNUS, I (2013) SOCIAL INTELLIGENCE AND ITS RELATIONSHIP TO CRITICAL THINKING AND QUALITY OF LIFE AMONG TEACHERS OF BASIC EDUCATION IN KHAN YOUNIS, MA THESIS IN PSYCHOLOGY, FACULTY OF EDUCATION, ISLAMIC UNIVERSITY GAZA, PALESTINE.
- JAMAL, N (2016) QUALITY OF LIFE AND ITS RELATIONSHIP TO THE GUIDANCE NEEDS OF HIGH SCHOOL STUDENTS. A FIELD STUDY ON A SAMPLE OF STUDENTS IN GENERAL SECONDARY EDUCATION IN AL-SUWAYDA, MA IN PSYCHOLOGICAL COUNSELING, FACULTY OF EDUCATION, DAMASCUS UNIVERSITY, 2015-2016.



- DIOP,A (2014) EMPOWERMENT OF EMPLOYEES AS AN APPROACH TO IMPROVING THE QUALITY OF CAREER IN THE TELECOMMUNICATIONS SECTOR (A FIELD STUDY), DAMASCUS UNIVERSITY JOURNAL OF ECONOMIC AND LEGAL SCIENCES, VOLUME 30, ISSUE 01, SYRIA.
- AL-FARAMAWI, H (1999) QUALITY OF LIFE IN HUMAN ESSENCE, 16TH INTERNATIONAL CONFERENCE OF PSYCHOLOGICAL COUNSELING CENTER, AIN SHAMS UNIVERSITY, CAIRO, 10-12 NOVEMBER.
- SAFARI, M; AND AHMADI, H (2010) ACHIEVING COMPETITIVE ADVANTAGE THROUGH EMPOWERING EMPLOYEES: AN EMPIRICAL STUDY, FAR EAST JOURNAL OF PSYCHOLOGY AND BUSINESS, VOL 3 No 2, MAY.
- BERRAIES,S AND CHAHER, M (2014) EMPLOYEE EMPOWERMENT AND ITS IMPORTANCE FOR TRUST, INNOVATION AND ORGANIZATIONAL PERFORMANCE, JOURNAL OF BUSINESS MANAGEMENT AND STRATEGY, VOL. 5, NO. 2.
- ANCTIL, M. AND PECORA, O AND ANDERSON H (2007) PREDICATORS OF ADULT QUALITY OF LIFE FIR FOSTER CARE ALUMNI WITH PHYSICAL AND OR PSYCHIATRIC DISABILITIES, CHILD ABUSE AND NEGLECT, THE INTERNATIONAL JOURNAL, VOL 31, No 10.
- TAYLOR, H AND BOGDAN, R (1999) QUALITY OF LIFE AND THE INDIVIDUAL PERSPECTIVE. IN: R. L. SCHALOK& M. BEGAB (EDS.), QUALITY OF LIFE, AMERICAN.