



# Mechanisms of administrative empowerment and its impact on enhancing job immersion: A field study on civil protection frameworks in the state of Constantine



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## Abstract

The study aimed to analyse the impact of administrative empowerment on functional immersion in the civil protection frameworks of Constantine's mandate, by examining the impact of delegation, training, motivation and task forces on functional immersion, preliminary data was collected through the distribution of a questionnaire to 132 civil defence frameworks (Civil Protection) of Constantine's mandate, which included the Main Directorate, a Main Unit and two secondary units data from the human area in question were analysed through a variety of statistical processes such as descriptive analysis, Pearson coefficient, simple and multiple linear regression and variability analysis. With the statistical package SPSS issue 23, the results of the study demonstrated a positive impact of empowerment mechanisms' reliance on identification at work and concurrent regression and relationships analysis results excluded the impact of job immersion training, The study recommended the need to strengthen proactive behaviour, value initiatives, improve incentive and remuneration systems, intensify training in digitization and improve technological assets.

## Keywords

Job immersion;  
Management empowerment;  
Delegation;  
Emotional immersion;  
Training.

## الكلمات المفتاحية

الانغماس الوظيفي؛  
التمكين الإداري؛  
التفويض؛  
الانغماس العاطفي؛  
التدريب.

## آليات التمكين الإداري وأثره على تعزيز الانغماس الوظيفي: دراسة ميدانية على إطارات الحماية المدنية لولاية قسنطينة

### ملخص

هدفت الدراسة الى تحليل أثر التمكين الإداري على الانغماس الوظيفي لدى إطارات الحماية المدنية لولاية قسنطينة، من خلال دراسة أثر التفويض والتدريب والتحفيز وفرق العمل على الانغماس الوظيفي، تم جمع البيانات الأولية من خلال توزيع استبيان على 132 إطار من إطارات الدفاع المدني (الحماية المدنية) لولاية قسنطينة شملت المديرية الرئيسية ووحدة رئيسية ووحدين ثانويين، اعتمدت الدراسة على المنهج الوصفي وأسلوب المسح الشامل، تم تحليل البيانات المستقاة من المجال البشري محل الدراسة من خلال اجراء جملة من العمليات الإحصائية كالتحليل الوصفي ومعامل الارتباط بيرسون والانحدار الخطي البسيط والمتعدد وتحليل التباين، باستخدام الحزمة الإحصائية spss اصدار 23 ، اثبتت نتائج الدراسة وجود اثر إيجابي لاعتماد آليات التمكين على التماهي في العمل، فيما استبعدت نتائج تحليل الانحدار والعلاقات المتزامن وجود اثر للتدريب على الانغماس الوظيفي، اوصت الدراسة على ضرورة تعزيز السلوك الاستباقي وتنمين المبادرات وتحسين نظم الحوافز والأجور، وتكثيف التدريب في مجال الرقنات، وتحسين العتاد التكنولوجي.

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Doi:

## I- The study's methodological framework

### I.1. Problematic Study

Organizational studies focused on intensifying research to integrate the objectives of the productive or service process with the objectives of the institution by building an organizational strategy and a philosophy that develops the organizational environment, supports functional integration, and achieves a lasting polarization of the human component with high qualification and performance. with the presentation of superior value accompanied by maximization of accessory and recipient satisfaction, in the sense of redesigning organizational processes and programming the administrative process in line with the aspirations of its human capital and achieving operational efficiency and the psychological and physical well-being of the staff member This has created regulatory imperatives for behavioral investment within the organization as an imperative imposed by the current market and developmental competition.

The context or organizational climate and the foundations of its organizational culture, interaction systems and business values For the purpose of establishing psychological confidence and raising the CPI of organizational illnesses that may affect the enterprise, Organizational relevance and compatibility among the organization's members achieve high levels of organizational effectiveness indicators s senior leadership structure and level of commitment to knowledge-sharing and responsiveness to its most important asset requirements, The level of empowerment and its involvement, delegation and sharing of parts of the role have become a high value added to the process of management and a fundamental orientation of organizational leadership, as the hierarchy of authority or the infinite official administration no longer has organizational usefulness in view of the increasing skill of the performer and his desire to share his creative methods and prove his cognitive and administrative entitlement within his organization Empowerment, as a participatory behaviour that stimulates an employee's commitment, achieves flexibility in complementarity and smooth integration, and accelerates his psychological and cognitive engagement within the overall objectives of the institution, Job cohesion and emotional attachment are an important determinant and catalyst for action, with a growing willingness to take advantage of empowerment and to participate in the design of the institution's strategy.

The heavy industry is no longer a single developmental concern. The State's service and security sector is the mercury that guides its development indicators. This last has become a basis for current regulatory research. This is why our current field study aims to shed light on the empowerment indicators, their state and its impact on functional immersion within the Civil Defense Institution. "Civil Protection", Constantine State, and the allocation of its framework of study to determine the levels of functional participation and degrees of functional immersion and identification at work "Immersion" among human elements, not only Algeria's service and security institutions, which have maintained long-standing national populist approval.

Within this theoretical thesis we ask our main question for study as follows:

**Does administrative empowerment affect functional immersion in Constantine's civil protection frameworks?**

### I.2 Study hypotheses

Based on the problem of the study, the main hypothesis of the study and its sub-hypotheses were formulated

#### a- basic hypothesis

Administrative empowerment has an impact on functional immersion in the civil protection frameworks of Constantine State.

#### b- of sub-hypotheses

- ☞ There is a positive statistically significant impact of delegation of authority on functional immersion in its dimensions (cognitive immersion, emotive immersion, behavioural immersion) in the civil protection frameworks of Constantine State.
- ☞ There is a statistically significant positive effect of management stimulation on functional immersion in its dimensions (cognitive immersion, emotive immersion, behavioral immersion) in the civil protection frameworks of Constantine State.
- ☞ There is a statistically significant positive effect of training on functional immersion in its dimensions (cognitive immersion, feelgood immersion, behavioural immersion) in the civil protection frameworks of Constantine State.
- ☞ There is a statistically significant positive effect of teams' work on functional immersion in its dimensions (cognitive immersion, feelish immersion, behavioural immersion) in the civil protection frameworks of Constantine State.

### **I.3 Objectives of the study**

- ↳ Highlighting the impact between managerial empowerment and functional immersion
- ↳ Importance of the service sector provided by civil protection
- ↳ Identification of levels of association and indulgence in civil protection frameworks
- ↳ Highlight the implications of empowerment and job immersion within the Civil Protection Institution
- ↳ Make recommendations within how to strengthen the institution's empowerment mechanisms.

### **I.4 Previous studies**

**a. study of Kiraman, Wahyu Maulid Adhau and Muhtar Sapiri 2024** study entitled "Analisis Pengaruh Employee Empowerment, Kecerdasan Intelektual dan Komunikasi Interpersonal terhadap Kinerja Aparatur Sipil Negara Melalui Motivasi Kerja dan Kepuasan Kerja ", scientific article published in the journal *al buhuts*, vol. 20, No. 1. The study was aimed at analysing the impact of workers' empowerment, intellectual intelligence, people-to-people communication and job satisfaction on the functioning of the civil apparatus of the State. The study was conducted on 32 staff in the office of the General Election Commission of the Western Sulawesi Province of Indonesia, drawing on the quantitative approach and questionnaire tool. (PLS), the results of the study demonstrated that staff empowerment as well as job satisfaction had a positive impact on employees' performance, while intellectual intelligence and interpersonal communication had a negative impact on performance, and work motivation mediated the impact of employee empowerment and intellectual intelligence on performance at the KPU office in Western Sulawesi Province. The study showed that there was an urgent need for an in-depth understanding of the democratic process, the ability to manage political dynamics and the ability to act as a team.

**b. study of Alkistis Papaioannou and Panagiotis Dimitropoulos 2024**, study entitled " The Impact of Employee Empowerment and Job Satisfaction on Perceived Financial Performance: Evidence From Hotels During the COVID-19 Pandemic" A scientific article published in the *Journal of the Department of Human Relations in Tourism*, volume, aims to analyze the impact of employee empowerment and job satisfaction on the financial performance of Greek hotel companies during the COVID-19 pandemic. By examining the impact of employee job insecurity and its implications for employees' mental health, well-being and sustainability, the study was conducted during 2021 on 526 employees of Greek luxury hotels. Using the descriptive approach and questionnaire tool, the linear regression test was analyzed to examine the impact of employee empowerment and job satisfaction with the financial performance of Greek hotel companies. The results of the study found that both employee empowerment and job satisfaction have a positive impact on the expected financial performance of hospitality companies' incomes, so that 23% of the discrepancy in perceived financial performance of hospitality companies is due to administrative empowerment.

**c. study of Fara Sofia Hanani, Galuh Juniarto and Suparmi study 2024** study entitled " The Role Of Knowledge Sharing, Employee Competency And Employee Empowerment To Improve Employee Performance"Scientific article published in the journal *Untag Business Review and Accounting*, vol. 03, No. 01, this study aims at an experimental analysis of the role of knowledge sharing, employee efficiency, and employee empowerment in improving employee performance. The study was conducted on 52 employees from Demak, Central Java, Indonesia, and data was collected through questionnaires and analyzed using SPSS 25. Through the linear regression test, the results proved that knowledge sharing, staff efficiency and staff empowerment had a positive impact on staff performance. The study also recommended the need to maximize flexibility in the transfer of knowledge to other staff, prioritize values of honesty, openness to work and responsibility and motivate staff to improve. The study also made recommendations to staff in the Demak region to maximize their ability to transfer their knowledge to other staff so that they can improve future work outcomes.

**d. study of William C. Murray Mark R. Holmes 2021** study entitled "Impacts of Employment Employment and Organizational Commitment on Workforce Sustainability, a scientific paper published in *Sustainability Journal* vol. 13, No. 3163. The study aims to research how to activate the machinery of the enabler and achieve organizational commitment, thereby reducing the intention of career turnover that enhances the sustainability of the workforce. The study was conducted using the quantitative method of 346 employees within the Canadian housing industry, and the structural relationships were examined using CFA, structural equation modeling (SEM) and data analysis through SPSS 23.0, AMOS 21.0 CFA and SEM to analyze the impact of empowerment on regulation and commitment on turnover intent. Results suggest that developing loyalty by empowering employees with ideals aligned with organizational standards creates a strong emotional sense of commitment that reduces an employee's intention to leave. The study recommended the need to focus on creating meaningful work and instilling a sense of belonging in the workforce and enhancing its empowerment with a view to reducing the intentions of its employees' turnover.

**e. study of Nasser Saad AlKahtan, Shahid Iqbalb and Mariam Sohailand ,others 2021** study entitled "Impact of employment employment on organizational commitment through job satisfaction in four and five stars hotel industry" Study is a scientific essay published in a journal, *Management Science Letters* s empowerment and practical commitment through the intermediary role of job satisfaction. From the theory of change and some theoretical and practical

contributions to workers' empowerment, pling technology and time difference were used to collect data from the estimated 307 random sample of managers and rotation supervisors working at the four and five-star hotels in the cities of Rawalpindi, Islamabad, Pakistan between 2019 and 2020. Using Smart PLS SEM v.3.2.8, the hypotheses were tested. The study's findings indicated that workers' empowerment had a significant and positive impact on organizational commitment. Job satisfaction is also a potential intermediary between workers' empowerment and commitment.

**f. study of Nishad Nawaz Vijayakumar Gajenderan Madhyvadany Manoharan Satyanarayana Parayitam 2024** study entitled "Disentangling The Relationship Between Transformational Leadership And Work Engagement: Employment Employment As A Mediator And Work Experience And Gender As Moderators ", a science article published in Business and Compelling Management, vol. 11, No. 01. The study aims to analyse the relationship between transformative leadership and participation in work, conducted to study IT staff in the southern part of India where 256 equation data were processed. (Lisrel package) and the adoption of Hayes' macro process units to study association with reference to the role of work experience and gender The results indicated a positive correlation between the transformative leadership pattern and empowerment in maximizing the engagement of technical staff. Empowerment is used as a strategy for achieving the organization's objectives. The results also showed that less experience plays an important role in the relationship between it as opposed to what the study assumed, where participation among less experienced staff is high. The study recommended the need to strengthen empowerment mechanisms within developing countries' institutions

**g. study of Elahe Hosseini, Zohre Sadat Doaei, Ali Jamadi and Maryam Yazdani 2024** study entitled " Examining the Effect of Resilience on Job Engagement with the Mediation of Psychological Empowerment and Job Burnout " Interdisciplinary Journal of Management Studies (IJMS), vol. 17, No. 02, the study aimed to analyze the correlation between flexibility and functional commitment by studying the intermediate role of psychological combustion and psychological empowerment. A descriptive study based on quantitative analysis, the study was conducted among 79 companies in science and technology parks at Iranian public universities (Shiraz, Isfahan, Yazd, Tehran, Caspian), where a sample of 297 employees was selected and the data analyzed using the program of PLS2 and modeling constructive equations. The results indicated that psychological empowerment and flexibility have a significant positive impact on functional immersion. Psychological empowerment and functional fatigue mediate their relationship. Enhancing staff members' special qualifications can improve their degree of immersion. more flexible employees are more loyal to the organization, and the study confirmed that flexibility in working has a significant impact on reducing turnover. The study recommended that training sessions should be developed to discuss strategies, restraint and stress management at work.

**h. study of Ying-Chen Lo, Chongfeng Lu, Ya-Ping Chang and Shu-Fen Wu 2024** study entitled " Examining the influence of organizational commitment on service quality through the lens of job involvement as a mediator and emotional labor and organizational climate as moderators" Scientific article published in Helios magazine, vol. 10, No. 02. The study aimed to analyze the impact of organizational commitment and functional immersion on the quality of service, while examining the impacts of organizational climate and emotional work. The study was carried out on 427 business employees from service and sales staff in different institutions from Taiwan and Thailand provinces. The data was analyzed using the SPSS program and regression analysis to demonstrate impact and relationship. The results showed that functional immersion and organizational commitment enhance the quality of service and elevate the high confidence and relevance of the organizational climate, which in turn develops loyalty values and given the intertwined nature of the variables, the study recommended the imperative of a comprehensive management approach that raises confidence and supports staff professionalism.

**i. study of Alfonso J. Gil, Juan Gabriel Cegarra-Navarro and Claudia Tobias 2023** study entitled " Job involvement and valuation of job resources: The mediating effect of satisfaction with job resources", scientific article published in Intangible Capital Journal, vol. 19, No. 02. The study aims to analyse the relationship between job immersion and job resource assessment and the intermediate impact of job resource satisfaction. The study was conducted on a research sample of 225 staff in Spain. The research model was tested using the modeling of constructive equations using (Smart-PLS 3.2.4) The results demonstrated a positive segregationist relationship between immersion and resource assessment and the role of job satisfaction of work resources as an intermediary in the relationship between variables. The study also revealed that employees with higher educational levels have a greater demand for resources from employers.

**j. study of Study Zhao-quan Jiang and Shi-xue Zhou 2020** study entitled " The relationships among The relationships among job immersion, psychological capital, and life quality in nursing staffs (a STROBE-compliant article) Scientific article published in Ordering magazine, vol. 99, No. 42. The study aims to analyze the relationships between psychological capital, functional immersion and quality of life of nursing staff, and to verify that psychological capital plays an intermediary role between functional immersion and quality of life of nursing staff. A study was conducted using a random sample of 1052 nurses within 6 level III hospitals (2 hospitals in Jinzhou City, 2 hospitals in Chaoyang City and 2 hospitals in Holodao City) In China, the study found that there was a positive expulsion relationship between psychological capital and job immersion. Psychological capital is also positively associated with quality of life in addition to having an indirect impact on the quality of life through psychological capital taking into account the impact of demographic variables, Results showed high functional immersion in the Liaoning County nursing staff. For lifestyle

development and nursing (economic center), the study recommended programming lectures on psychological knowledge, and explaining how to adjust psychological pressure.

## **II. Conceptual and theoretical framework of the study's variables**

### **II.1 administrative empowerment**

#### **a- administrative empowerment within the organizational narrative**

The term "empowerment" has been used since the late 1970s by academics and aid workers in the English-speaking world. In 1976, a book entitled "Black empowerment in social work" was published. The origins of the word were associated with radical and feminist discourse in the 1980s, Freudian psychology, theology, the Black Power Movement, Gandhism and others. (Calvès, 2009, pp. 735-737) He was first introduced by Kanter in 1977 (GERÇEK, 2023, p. 245) It is considered a new and leading terminology due to competition and global change (Celik & Iraz, 2014, p. 100) In 1980, it was used in field management, in response to which Taylor's approach to the post had been strengthened. Empowerment literature had witnessed many changes until finally. It referred beyond sharing and sharing experiences. Thinking, vision and discussion became the main ingredients of empowerment. (GanjiNia, Gilaninia, & Motlagh Sharami, 2013, pp. 38-39) Empowerment is an essential pioneering approach added to quality and competitive advantage management, and information management to improve organizational flexibility, providing staff with basic information and empowering them necessarily improves their performance. (Gharib, Jamali, Chamanabad, & Goharimanesh, 2023, p. 96) Empowerment has been known to delegate the organization's authority to staff in the face of day-to-day work-related challenges (Djunaedi, Nimran, Al Musadieq, & Afrianty, 2024, p. 27) Empowering human resources means creating a range of capabilities and skills that are necessary for staff members to create added value in the organization and the ability to play roles and responsibilities more efficiently and effectively (GanjiNia, Gilaninia, & Motlagh Sharami, 2013) Empowerment is also defined as the transfer of control or authority between the President and the subordinate, i.e. a transfer of responsibility and accountability. (MAKHAMREH, ALSAKARNEH, ENEIZAN, & NGAH, 2022, p. 358) According to Tunai Knkla, administrative empowerment is a system of relationships built by licensing employees or giving responsibility to individuals in line with the organization's general organizational objectives (Tunay, 2019, pp. 244,245,246). Thomas and Felthouse see empowerment as an internal motivation describing the proactive and active role of employees in the organization. Spritzer mentioned two perspectives of empowerment: a structural approach to empowerment conditions that includes delegation, struggling participation in decision-making, open flow of information and communication flexibility, flat organizational structures, and a psychological approach that includes experiences of psychological empowerment in the work environment. (Qasemi & Shahkarami, 2024, pp. 2-3) Empowerment must be seen from a psychological perspective as a mechanism that reflects an individual's feelings of self-efficacy and self-restraint. (Minh Hieu, 2020, pp. 21-22) Cedarmayanti believes that empowering human resources is one of the strategies that must be applied to create high-quality human resources, with the ability to adapt and develop science, technology and management skills (Ardiansa, Prasetyo, & umardin, 2022, p. 719) M. Dhanabhakiam and Ravi Shetty believe that all employees must enjoy a space of authority, status, recognition and dignity, as well as the imperative of continuous training and formation in order to invest their abilities and competence to achieve excellence in performance (Dhanabhakiam & Shetty, 2016, pp. 473-474) Arnold, Arad, Rhodes and Drasgo emphasize that empowerment necessarily focuses on the nature of the relationship between presidents and their subordinates. There are four management empowerment perspectives (a) common position (success in achieving objectives, client orientation, clarity of purpose), (b) organizational support (decision-making authority, responsibility, team effectiveness, risk and employee's intention to guide clients), (c) knowledge and learning (promoting change, skills and inclination for change, trust, communication with clients) and (d) basic recognition (awareness and knowledge of the reward system) (Minh Hieu, 2020, pp. 21-22) According to Harris, Wheeler and Cakmar, it is a technique to raise the feelings of self-efficacy of organizational colleagues. Self-effectiveness is confidence in an individual's ability to arrange the motivation, action plans and knowledge resources needed to assert authority over actions in his or her presence. (Al-bataineh, Ta'amneh, & Alrousan, 2022, p. 03) , Staff empowerment has also been described as giving staff the ability to make the necessary and essential decisions whenever necessary, so organizations should empower their staff to make them determined and satisfied, thereby making greater use of their skills and capabilities to achieve overall organizational goals. (Ahmad & Manzoor, 2017, p. 383) Empowering leadership behaviour is a series of decentralized management practices and the sharing and exchange of information based on the leader's cognitive confidence and emotional confidence in the subordinate (Nasiri, Mollahosseini, Salajegheh3, & Sheikhy, 2018, pp. 231-232).

#### **b- The importance of administrative empowerment**

Empowerment is an essential mechanism that should be integrated into organizational culture and developed by managers and officials (Saad AlKahtani, et al., 2021) Because behavioral mobilization through empowerment achieves a variety of regulatory characteristics are:

↳ Enhanced management practices to enable staff members' autonomy and responsibilities and thereby enable them to perform their functions or functions more effectively and efficiently (Yamoah & Afful, 2019, pp. 25,26).

- ↳ Management empowerment practices achieve organizational efficiency (Tunay, 2019, p. 246)
- ↳ Empowerment reduces absenteeism and turnover (Saleh & Kabalan, 2022, pp. 13,14)
- ↳ Developing trust, motivation and participation in decision-making that enhances loyalty (Minh Hieu, 2020, pp. 21-22).
- ↳ Strengthen staff members' initiative and enable them to cooperate and benefit from the Authority.
- ↳ Promote participatory work and enhance the performance of the team's work (Papaioannou & Dimitropoulos, pp. 84-85).
- ↳ Empowering employees to control and influence their environment. Recognizing an individual's place within the organization drives employees to achieve important and valuable career goals (Minh Hieu, 2020, pp. 21-22).
- ↳ Empowerment is an important management technology to create high-quality human resources that possess the skill necessary to control modern technologies (Hanani, Juniarto, & Suparmi, 2024, pp. 31-32).
- ↳ Empowerment achieves the ability to mobilize resources to get things done ". Integrating staff empowerment with comprehensive quality management techniques has a significant impact on the organization's desire to enhance customer satisfaction. Because it enables the effective delivery of comprehensive quality management procedures, by clarifying the role, promoting satisfaction and encouraging functional participation ((Arhin & Cobblah, 2024, p. 30).
- ↳ Promotes staff empowerment of completion levels and productivity volume (Minh Hieu, 2020, p. 23)
- ↳ Employee empowerment refers to the awareness of enterprise members of the need to operate with greater autonomy and control in their jobs that increases their commitment and satisfaction with the direction of work and enterprise (Saad AlKahtani, et al., 2021, pp. 813-814). Thomas and Felthouse state that empowerment fans are expected to be more free to make.
- ↳ Decisions and feel more responsible about their organization, increasing their level. (Al-bataineh, Ta'amneh, & Alrousan, 2022, p. 03).
- ↳ Transformative leaders create a dynamic organizational vision that promotes cultural norms within the institution (Kumar & Kumar, 2017, pp. 1-2).
- ↳ Empowerment increases the sense of belonging and the effective use of intellectual resources (Nazeri, 2013, p. 1462).
- ↳ Enables staff to gain a greater sense of achievement from their work and reduces operating costs by removing unnecessary layers of management and assists in the successful implementation of change programmes if combined with meaningful engagement, public sector organizations rarely empower their staff. This is because of the bureaucratic system (Ezenwakwelu, 2017, p. 03).

#### c- dimensions of career empowerment

- ↳ **Delegation of authority:** in the sense of delegating responsibilities and parts of the role and enhancing subordinates' ability to think alone, and encouraging innovation and creativity. .(Saleh & Kabalan, 2022, p. 15)
- ↳ **The Group's work (effective communication):** in the sense of passing information between regulatory parties, i.e. the process of transferring and exchanging information, so that concepts are standardized and appropriate decisions are taken and implemented.
- ↳ **Staff training:** The process of providing training programmes to improve staff members' decision-making, conflict management, team-working, communication and problem-solving skills.
- ↳ **Stimulus:** Empowerment is an incentive for workers, but sharing benefits requires risk sharing and therefore accountability for its consequences. .(Majed Sadq, Sardar Ahmad, & awamir Jwmaa, 2019, p. 11).

#### d- effective factors in workers' empowerment

- ↳ **Defining objectives, responsibilities and authority in an enterprise:** Employees must be aware of their responsibilities, i.e. job descriptions and assignment.
- ↳ **Trust and sincerity:** An enterprise must create a positive environment that supports trust and friendly working relationships among employees
- ↳ **Working environment:** The importance of ensuring the health and physical and moral integrity of employees while working with the need to reduce stress and stress and create appropriate opportunities for employees to advance the career ladder.
- ↳ **Justice:** Through Fair Reward and Motivation of Employees (Abou Elnaga & Imran, 2014, p. 16).
- ↳ **Communication:** Supports the consolidation of mainstream culture, promotes coordination of efforts and facilitates decision-making in line with the Foundation's strategic objectives (Minh Hieu, 2020, pp. 21-22)).
- ↳ **Improving working methods:** through clarity and transparency about the workflow, information flow, periodic review, flexibility to modify working methods and simplify tasks. (GanjiNia, Gilaninia, & Motlagh Sharami, 2013, p. 40).
- ↳ **Responsibility:** Staff members are empowered to make decisions with a view to creating an environment in which staff members act responsibly towards each other and work on common goals. Staff empowerment requires a lot of patience while delegating authority (Celik & Iraz, 2014, pp. 101,101).

↳ **Information sharing:** Broad participation in information will improve performance as it increases members' engagement and interaction with strategic and forward-looking vision (Majed Sadq, Sardar Ahmad, & awamir Jwmaa, 2019, p. 116).

↳ **Change in the nature of the work:** by increasing the activities and tasks required in the work and identifying new posts consistent with the objectives of the Organization, with a view to increasing the staff member's authority and expanding his or her control, to facilitate the transition of authority from managers to subordinates (Abou Elnaga & Imran, 2014, p. 19).

↳ **Participation and training:** Training stimulates staff to participate effectively and actively, as interaction with operational frameworks serves as the appropriate staff base for raising many and trends in consideration and suggestions. (Minh Hieu, 2020, pp. 21-22) Career engagement reflects the importance that individuals attach to their work and its impact on their own identity. Participation in work appears when individuals align their personal identity with their jobs, which in turn build and shape their professional and personal identity. (Lo, Lu, & Wu, 2024, p. 02), but managers may be afraid to delegate responsibility and authority lest they fail to perform properly or reduce their strength and standing, Empowerment may also take time and effort before staff begin to respond. and staff may resist empowerment so managers may assume that staff already have the skills required to start a good empowerment program (Abou Elnaga & Imran, 2014, p. 18).

## **II.2 Conceptual framework for job immersion**

### **a- functional immersion in theoretical narrative**

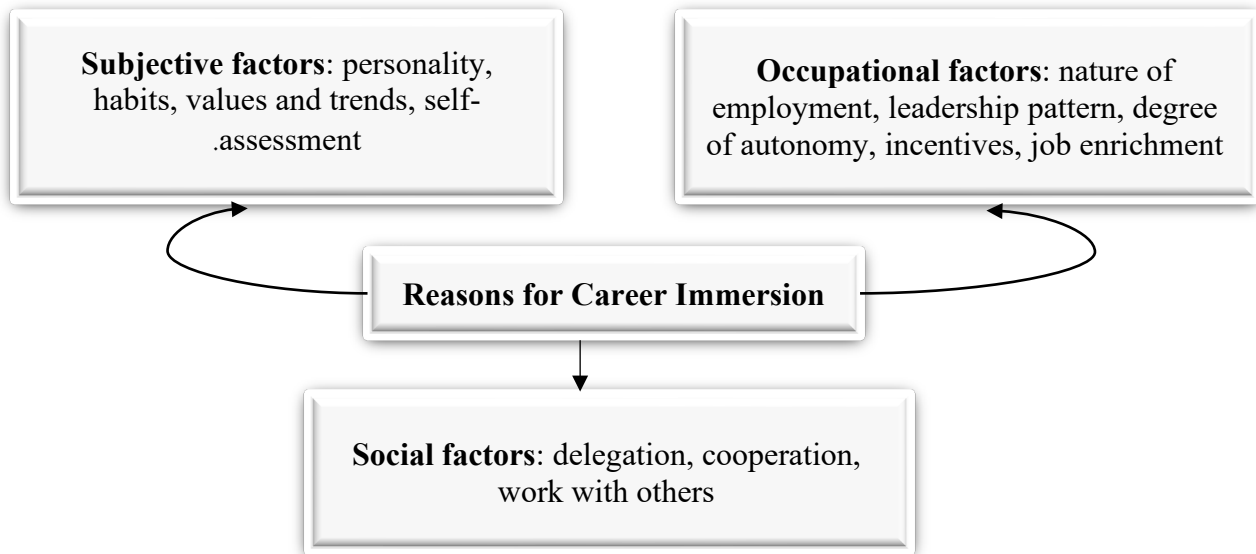
Talking about overwhelming employment or indulgence during the 1990s, job immersion has been defined as the degree of psychological identification felt through one's job, which means forming a moral and emotional connection with the job, so that the connection, passion, job satisfaction and passion the direction of work the higher the levels of job participation, and also the intimate immersion in work. (김소현 & 김서희, 2022, p. 893) The concept of job immersion has been established to reduce the burnout that may affect employees due to the requirements and pressures of work, increase their pleasure, link them to their jobs and create a team spirit in order to achieve organizational goals and invest their skills efficiently effective participation of employees can create a balance between working conditions and the material needs of employees, Job immersion has been defined as the degree of the employee's psychological, mental and emotional integration with his job and his internal sense of self-effectiveness, emotional efficiency and social efficiency, increasing motivation and ability to fulfil the requirements of his job and striving for dedication to deliver the best performance (fakhry, elkhazraje, & saleh, 2024, pp. 168-169) It also means interest in the job. Functional immersion is closely linked to quality of life. (Jiang & Zhou, 2020, p. 1) Immersion in work is also known as a positive and satisfactory work-related state of mind, characterized by activity, dedication and assimilation and manifested in organizational practices that promote interaction within work, personal presence and full dynamic performance of the role, as well as the psychological enjoyment of the individual within a particular organizational role. (Nawaz, Gajenderan, Manoharan, & Parayitam, 2024, pp. 7,8) Immersion in work is also known as a positive and satisfactory work-related state of mind, characterized by activity, dedication and assimilation and manifested in organizational practices that promote interaction within work, personal presence and full dynamic performance of the role, as well as the psychological enjoyment of the individual within a particular organizational role. (J. Gil, Cegarra-Navarro, Tobias, & Marin-Malumbres, 2023, p. 191) Indulgence in work also refers to apparent feelings of enthusiasm, activism and happiness during the performance of tasks, while the appearance of laziness, stress and dissatisfaction with the existence of occupational fatigue. According to Ericsson, the concept of indulgence in work goes beyond loyalty or job satisfaction. It expresses a persistent rather than transient emotional situation, which is passion, preoccupation, work activity, dedication and devotion in the performance of professional duties. (saeed khaleel & Abbas Ali huseen, 2022, p. 28) Reflects the staff member's willingness to make the extra effort often to increase productivity, enhance organizational commitment, and job satisfaction (Ramadan Atta1, et al., 2024, p. 2) Job immersion is also one of the most important social variables and one of the most important organizational variables contributing to the development of institutions' work (Abdulfatah Atoof Mohammed, 2023, pp. 137,138) Dedication, assimilation and performance activity are the ingredients for organizational success and staff well-being (Owhorji & Jack Margaret, 2024, p. 2) Engaging in work is the workers' tendency to work through the existence of cognitive skills and beliefs, and to indulge in work has three aspects: identification, emotional attachment to work, career participation and level of interest in work. There are several factors affecting labour immersion, including sex, educational level, age, position, marital status, level of position, working conditions, salary amount, supervision, job security, personal climate, etc. (Mulyana, Izzati, & Miftakhul, 2024, pp. 1,2) Psychological empowerment at work and job immersion are linked to two channels: job resources and job requirements. Matization may cause work on the other hand to reduce inspiration and determination due to the burdens and requirements of the profession and are likely to eventually run out of energy to face health problems (Hosseini, Sadat Doaei, Jamadi, & Yazdani, 2024, p. 478)

### **b- reasons for job immersion**

Immersion in the job is associated with a lot of organizational results. It is related to job security and professional stability. (fakhry, elkhazraje, & saleh, 2024, p. 168) where the indulgence in work increases through expressions of

praise, compliments and praise and is also associated with wages and material incentives as well as the nature of relationships with the work team (saeed khaleel & Abbas Ali huseen, 2022, p. 28) also relates to autonomy and trust and attributes the sense of indulgence to:

**Figure No. (01): Represents reasons for job immersion**



**Source: One of the two searches.**

#### c- importance of functional immersion (job immersion)

Immersion in work is of great importance, as outlined below:

- ↳ Employees with a high commitment to work have a strong awareness of the organization's culture. Job immersion stems from a commitment to and satisfaction with work, leading to positive behaviors, and effective contribution, so that Modi, Porter and Steers argue that the more people become involved in work the more they develop from their organizational obligations (Lo, Lu, & Wu, 2024, p. 4).
- ↳ Immersion contributes to making the worker ready to capture his opportunities and pursue growth.
- ↳ Contributes to increased productivity and higher quality of service.
- ↳ Contributes to reducing functional turnover and achieves job enrichment.
- ↳ Contributes to satisfaction, innovation, creativity, customer loyalty, quality and productivity.
- ↳ Contributes to the direct impact of an individual's sustainability in the enterprise.
- ↳ Immersion is one of the tools for organizational effectiveness and reduces workers' ill health (saeed khaleel & Abbas Ali huseen, 2022, p. 28).

#### d- management empowerment relationship to job immersion

The employee's performance is influenced by several factors: salary, working environment, organizational culture, leadership and job motivation, work discipline, job satisfaction and communication (Hanani, Juniarto, & Suparmi, 2024, p. 31).

Supervisory behaviors are vital to influencing employees. Transformative leaders, for example, motivate employees to work more efficiently and are negatively associated with fatigue, stress and spin intentions (Nawaz, Gajenderan, Manoharan, & Parayitam, 2024, pp. 3,4). Thus, they are more likely to continue to be involved in the enterprise to the extent that they can feel that they have a high-quality relationship with their employer. (Park, Italiano, & Vessels, 2023, p. 193) Empowerment and job immersion are a driving force for increasing economic productivity and sustained conservation of natural resources. Empowerment includes staff participation at tactical and strategic levels and not only refers to the fact that people consider themselves as their employers but also do their work in a flexible manner where empowerment increases people's resilience through motivation. And the best approach to empowerment is to improve staff members' willingness to participate. It has shown that psychological empowerment directly affects immersion where staff use their personalities, emotions and physical behaviours to link them to the performance of their role, According to the relevant literature, psychological empowerment is positively associated with work (Hosseini, Sadat Doaei, Jamadi, & Yazdani, 2024, p. 478) Where a highly immersed employee increases the company's investment in human capital, reduces costs, enhances performance and improves productivity (Afriyie, Acheampong, Darko, & Oduro-Nyarko, 2024, p. 46.47).



### III. Field aspect of the study

#### III.1 Study methodology

The current study relied on the descriptive approach of describing and detecting the linkages between phenomena and variables. Comprehensive survey and quantitative analysis of figures and processing of data from the study community were also used through a paper questionnaire tool distributed to (143) Civil Defence (Civil Protection) Framework for Constantine's State which included the Main Directorate and three units (Main Unit in Ali Mengali, Secondary Unit in Smara, Secondary Unit of Constantine Circle) in which 132 forms were processed and 11 excluded for lack of scientific validity, The study was conducted from June to September 2024. The questionnaire included two first themes, comprising four questions on demographic investigators' information, The second theme with 45 questions distributed according to the dimensions of the study variables and to process evidence and test hypotheses, some statistical methods were used, including centralization measures, the Pearson correlation matrix and a simple and multiple regression analysis based on the SPSS 23 statistical package programme.

#### III.2 Quantitative analysis of the components of the demographic study society

132 Civil Defence Foundation (CDF) civil protection officers, subordinate officers and high-ranking civil protection officers in Constantine State were examined. The proportion of male officers (86.4%) while female officers (13.6%) was aged between 25 and 35 years. (% 26.5), while the proportion of officers in the age group 36-46 years increased to (% 53.0), the proportion of officers in the age group 47-57 years was 18.9%, while the category of officers over 57 years was 1.5%. The results of the statistical analysis indicated the high proportion of officers with seniority ranging from (10-20) years of age (56.1%) followed by the percentage (26.5%) expressing seniority over 21 years of age, and the percentage (17.4%) expressing the category of seniority less than 10 years, as for the analysis of the level of education we note that the highest percentage and the ability to (50.0%) Represented the category of officers with university qualification, followed by the category of officers of secondary qualification level in proportion (42.4%), finally expressing a percentage (7.6%) of the class of postgraduate officers. While data values in the functional classification axis indicated that the higher ratio is estimated to be (42.4%) has expressed class of class officers of sergeant rank followed by percentage (27.3%) for the category of officers of the lieutenant rank, to reflect the proportion (12.9%) for the category of first lieutenant, as expressed (% 6.8) for the Assistant Officer category, (6.1%) for the Senior High Officer category and (4.5%) for the Captain Officer category.

#### III.3 Measurement of questionnaire proof

The table below represents a measurement of the alpha-kronbach constant factor

**Table No. (01) represents the Alfa Kronbach constant factor**

	X1	X2	X3	X4	Y1	Y2	Y3	total
Alfa Kronbach	,583	,805	,866	,723	,815	,692	,715	.935
Number of phrases	7	8	6	7	8	4	5	45

Source from the researchers' preparation based on the outputs of the statistical package spss 23

Table (01) above represents the value of the alpha-kronbach constant factor estimated at 0.935, which means that the results obtained can be disseminated through the current study.

#### III.4 Descriptive treatment of study variables

The table below represents the descriptive expression of the study's variables

**Table No. (02) represents the descriptive analysis of the functional empowerment variable and functional immersion by removing them**

	Management Empowerment				Job immersion		
	arithmetic mean		4,1011		arithmetic mean		4,1433
	Ecart type		,46831		Ecart type		,48927
	X1	X2	X3	X4	Y1	Y2	Y3

arithmetic mean	4,0801	4,1061	4,0518	4,1667	4,2917	4,1515	4,1773
Ecart type	,44138	,58843	,72081	,50674	,57659	,63061	,60312
Importance	3	2	4	1	1	3	2

**Source from the researchers' preparation based on the outputs of the statistical package spss 23**

The table above (02) shows the calculation averages of the study variables and their dimension where we note that the average calculation value of the authorization dimension (X1) has reached (4,0801) with a standard deviation of (,44138) and the computational average of the stimulus dimension (X2) It was (4,1061) and a standard deviation of (,58843), either for the average calculation of the training dimension (X3) was estimated at (4,0518) and a standard deviation of (,72081), either after task forces (X4) has an average arithmetic of (4,1667) and a standard deviation of (,50674), the overall average value of the enabling variable (4,1011) and a standard deviation of (,46831) What explains the relatively positive acceptance of the direction of the phrases of the empowerment axis is mainly due to the imperative imposed by the nature of the work in the civil protection corps which consistently constitutes a set of emergency circumstances requiring decisions that exceed the time of bureaucratic proceedings and are subject to the possibility and skill of the element within whose powers and responsibilities the decision falls In the case of arithmetic averages and standard deviations of the dependent variable, the average arithmetic value for the sensory immersion dimension (Y1) was: (4,2917) standard deviation of (, 57659) while the average arithmetic value of the cognitive immersion dimension (Y2) was: (4,1515) standard deviation of (,63061), while after behavioral immersion (Y3) it averaged an arithmetic average of (4,1773) and standard deviation of (,60312). The calculated average value of functional immersion according to civil protection framework responses to Constantine's mandate is equal to (4,1433) and a standard deviation of (,60312).

### III.5 Analysis of the relationship between the study's variables

The table below represents the Pearson correlation matrix between dimensions and study variables

**Table No. (03) represents the correlation matrix between dimensions and study variables**

Dimension/Variable	Correlation coefficient Significance	Sentimental immersion	Cognitive immersion	Behavioral immersion	Job immersion
Delegation Of Authority	Pearson	,464**	,470**	,491**	,611**
	Sig.	,000	,000	,000	,000
Motivation	Pearson	,449**	,477**	,442**	,672**
	Sig	,000	,000	,000	,000
Training	Pearson	,473**	,409**	,397**	,614**
	Sig.	,000	,000	,000	,000
Team Work	Pearson	,515**	,510**	,454**	,682**
	Sig	,000	,000	,000	,000
Administrative empowerment	Pearson	,572**	,556**	,530**	,776**
	Sig	,000	,000	,000	,000

**Source from the researchers' preparation based on the outputs of the statistical package spss 23**

Table (03). The correlation matrix between dimensions and variables of the study and the extrapolation of the data of the table represents a generally average expulsive relationship between all dimensions and variables of the study. We note that the value of the Pearson correlation coefficient between delegation and immersion is (,611\*\*) and, to a moral degree (sig) (0.000) below the indicator level of 0.05. The value of the Pearson coefficient was also estimated between stimulation and functional immersion (,672\*\*) And in moral terms (sig) (0.00) below the indicative level of 0.05 i.e. the existence of an intermediate firsthand relationship between motivation and functional immersion, as well as the value of the coefficient of association between training and immersion (,614\*\*) And in moral terms (sig) (0.000) below the indicative level of 0.05 from which there is an intermediate dismissal relationship between training and functional immersion. The value of the Pearson correlation coefficient between after the work team and functional immersion (,682\*\*) In moral terms (sig) (0.00), below the indicative level of 0.05, which includes a medium expulsion relationship

between training and career immersion. Pearson's correlation coefficient between managerial empowerment and functional immersion ( $,776^{**}$ ) and morale (sig) (0.00) is below the indicative level of 0.05 and there is a strong expulsion relationship between managerial empowerment and functional immersion.

### III.6 Impact test through linear regression results analysis

Through the following data we will try to prove or deny the hypotheses of the study.

#### a. Test the impact of the delegation on job immersion in the civil protection frameworks of Constantine's mandate.

The table below represents the analysis of the regression equation to study the effect of authorization (X1) on functional immersion (Y)

**Table No. (04) Analysis of the impact of delegati Source from the researchers' preparation**

Summary of models				coefficients				
R		R- two	E S E	Non-standardized coefficients		standardized coefficients	t	Sig.
,611 <sup>a</sup>		,374	,38871	B	standard error	Bêta	8,806	,000
				,678	,077	,611		
ANOVA <sup>a</sup>								
	sum of squares	ddl	mean square	F			Sig.	
Regression	11,718	1	11,718	77,552			,000 <sup>b</sup>	
Résidu	19,642	130	,151					
Total	31,360	131						

**Source from the researchers' preparation based on the outputs of the statistical package spss 23**

Table (04) above represents the regression analysis to study the effect of authorization (X1) on functional immersion (Y) through table data we note that the value of (R) is equal to ( $,611^a$ ) and the value of the gradient (B) is equal to ( $,678$ ) and the value of (Bêta) is equal to ( $,611$ ) t is equal to (8,806) and the degree of morale (Sig) is equal to ( $,000$ ) that is less than the degree of morale (0.05), and the value (F) is equal to (77,552) The value of the determination coefficient (R2) was ( $,374$ ) in the sense that there is a weak impact of the delegation on the job immersion and the delegation explains 37% of the variation in the job immersion and the remainder is due to other reasons. (Cognitive immersion, emotional immersion, behavioural immersion) in the civil protection frameworks of Constantine State. The impact of the stimulus on functional immersion

#### b. Test the impact of stimulus on functional immersion in the civil protection frameworks of Constantine's state..

The table below represents the analysis of the regression equation to study the effect of stimulation (X2) on functional immersion (Y).

**Table No. (05) Analysis of the impact of stimulus on functional immersion**

Summary of models				coefficients			
R	R-two	E S E	Non-standardized coefficients		standardized coefficients	t	Sig.
,672 <sup>a</sup>	,452	,36367	B	standard error	Bêta	10,350	,000
			,559	,054	,672		
ANOVA <sup>a</sup>							
	sum of squares	ddl	mean square	F		Sig.	
Régression	14,166	1	14,166	107,115		,000 <sup>b</sup>	
Résidu	17,193	130	,132				
Total	31,360	131					

**Source from the researchers' preparation based on the outputs of the statistical package spss 23**

Table (05) above represents the regression analysis to study the effect of stimulation (X2) on functional immersion (Y) Through table data we note that the value (R) is equal to (, 672a) and the value of B is equal to (, 559) and Bêta is equal to (, 672) t is equal to (10,350) and the degree of morale (Sig) is equal to (, 000) any less than the degree of morale (0,05), and the value of (F) is equal to (107,115). The value of the determining factor (R2) was (, 452) meaning there is an average effect of stimulation on functional immersion and the stimulation explains 45% of the variation in functional immersion and the remainder is due to other reasons. (cognitive immersion, emotional immersion, behavioural immersion) in the civil protection frameworks of Constantine State.

**c. Test The impact of training on functional immersion tested in the civil protection frameworks of Constantine's state.**

The table below represents the analysis of the regression equation to study the impact of training (X3) on functional immersion (Y)

**Table No. (06) Analysis of the impact of training on job immersion**

Summary of models				coefficients				
R		R- two	E S E	Non-standardized coefficients		standardized coefficients	t	Sig.
,614 <sup>a</sup>		,377	,38776	B	standard error	Bêta	8,864	,000
				,417	,047	,614		
ANOVA <sup>a</sup>								
	sum of squares	ddl	mean square	F			Sig.	
Régression	11,814	1	11,814	78,571			,000 <sup>b</sup>	
Résidu	19,546	130	,150					
Total	31,360	131						

Source from the researchers' preparation based on the outputs of the statistical package spss 23

Table (06) above represents the regression analysis to study the impact of training (X3) on functional immersion (Y) through table data we note that the value of (R) is equal to (, 614a) and (B) is equal to (, 417) and (Bêta) is equal to (, 614) t is equal to (8,864) and the degree of morale (Sig) is equal to (, 000) i.e. less than the degree of morale (0.05), and the value of (F) is equal to (78,571). The value of the determination factor (R2) was (, 377) in a sense that consolidates a weak effect of job immersion training. Training explains 38% of the discrepancy in job immersion and the rest is due to other reasons. (cognitive immersion, emotional immersion, behavioural immersion) in the civil protection frameworks of Constantine State.

**d. Test the effect of task forces on functional immersion in the civil protection frameworks of Constantine's state.**

The table below represents the analysis of the regression equation to study the effect of task forces (X4) on the dependent variable (Y)

**Table No. (07) Analysis of the impact of task forces on job immersion**

Table No: (67) Analysis of the impact of task forces on job immersion								
Summary of models				coefficients				
R		R-two	E S E	Non-standardized coefficients		standardized coefficients	t	Sig.
,682 <sup>a</sup>		,465	,35932	B	standard error	Bêta	10,625	,000
				,658	,062	,682		
ANOVA <sup>a</sup>								
	sum of squares	ddl	mean square	F			Sig.	
Régression	14,575	1	14,575	112,887			,000 <sup>b</sup>	
Résidu	16,785	130	129					
Total	31,360	131						

Source from the researchers' preparation based on the outputs of the statistical package spss 23

Table (07) above represents the regression analysis to study the impact of task forces (X4) On the affiliate variable through the table data we note that the value of (R) is equal to (, 682a) and (B) is equal to (, 658) and (Bêta) is equal to (, 682) t is equal to (10,625) and the degree of morale (Sig) is equal to (, 000) i.e. less than the degree of morale (0.05), and

the value of (F) is equal to (112,887). The value of the determination factor (R<sup>2</sup>) was (, 465) in the sense that there is an effect of the workforce dimension on job immersion. After the task forces interpret 46% of the variation in job immersion and the rest is due to other reasons. (Cognitive immersion, emotional immersion, behavioural immersion) in the civil protection frameworks of Constantine State.

#### **e. Test of impact of administrative empowerment on functional immersion in the civil protection frameworks of Constantine's mandate**

The table below represents the analysis of the regression equation to study the effect of administrative empowerment (X) on the dependent variable (Y).

**Table No. (08) Analysis of the impact of administrative empowerment on job immersion**

Summary of models			coefficients					
R	R-two	E S E	Non-standardized coefficients			standardized coefficients	t	Sig.
,792 <sup>a</sup>	,628	,30307		B	standard error	Bêta		
			(X1)	,382	,071	,344	5,346	,000
			(X2)	,111	,075	,134	1,482	,141
			(X3)	,134	,054	,198	2,491	,014
			(X4)	,292	,084	,302	3,487	,001
ANOVA <sup>a</sup>								
	sum of squares	ddl	mean square	F			Sig.	
Régression	19,694	4	4,924	53,604			,000 <sup>b</sup>	
Résidu	11,665	127	,092					
Total	31,360	131						

**Source from the researchers' preparation based on the outputs of the statistical package spss 23**

Table (08) above represents regression analysis to study impact (X1) and (X2), (X3) and (X4) on (Y) through table data. We note the exclusion of a relationship between motivation and functional immersion where morale has reached (Sig) corresponding to the coefficient value (Bêta) level (141) which is greater than the morale score (0.05) and therefore not statistically relevant, while the coefficient value was (B). After authorization (X1) the value (, 382) and the value of (Bêta) coefficient (, 344) and the degree of morale (Sig) was equal to (, 000) any less than the degree of morale (0.05), and hence a statistically significant effect between (X1) and (Y). The value of the coefficient (B) for the X3 dimension was (134) and the value of the coefficient (Bêta) was (198) and the degree of morale (Sig) was (014) or less than the degree of morale (0,05), thus having a statistically significant effect between (X3) and (Y). The value of the coefficient (B) for the dimension (X4) was (292) and the value of the coefficient (Bêta) was (302) and the degree of morale (Sig) was (004) or less than the degree of morale (0,05), thus having a statistically significant effect between (X4) and (Y). While the value (R) was equal to (,792A) and the value of the determination coefficient (R<sup>2</sup>) was equal to (, 628) in the sense that there was an average effect in the multiple regression between the dimensions of delegation, training, motivation and job teams on functional immersion, and that the dimensions of administrative empowerment (X1), X2, X3 and X4 explained 62% of the variation in other reasons. The main hypothesis that there is a statistically significant positive impact of managerial empowerment on functional immersion in its dimensions (cognitive immersion, sensory immersion, behavioural immersion) in the civil protection frameworks of Constantine's State is valid.

## **IV Discussion of the study's findings**

Through descriptive statistical analysis and identification of relationships through the Pearson coefficient matrix and impact analysis based on the regression equation and variability analysis using the spss22 statistical package, the results of the study showed a slight increase in the calculation averages of management empowerment dimensions (X1), (X2), (X3) and (X4), respectively (4,0801), (4,1061), (4,0518) and (4,1667), while overall average empowerment was estimated (X) value (4,1011), while calculation averages of functional immersion dimensions (Y1) and (Y1) and (Y1) respectively (4,2917), (4,1515), (4,1773), and computational average of functional immersion (Y). An estimate of 4,1433 reflects the adoption of civil protection frameworks for the State of Constantine despite the systematic nature of the institution's management empowerment values and the application of its mechanisms, in addition to the existence of an average functional immersion in the study units expressed by the value of the arithmetic average (4,1433). The field study established the study's main hypothesis by confirming an impact of administrative empowerment on functional immersion expressed by the value of the determining factor (R<sup>2</sup>) estimated at (,628) which is consistent with the findings of William

C. Murray's study (2021) Mark R. Holmes for Canadian housing staff, where job engagement and empowerment contribute to creating an emotional sense of commitment to work direction and reducing the intention to turn around and leave the enterprise, as well as the findings of the AlKahta, Shahid Iqbalb, Mariam Sohailwalb and others study (2021) so that empowerment raises the values of commitment and satisfaction and increases the use of tyres for their skills to improve and promote work, as well as confirms the findings of the study of Elahe Hosseini, Zohre Sadat Doaei, Ali Jamadi and Maryam Yazdani (2024) On the role of flexibility in work, she pointed out that more flexible employees are the most loyal and connected to the organization, as Alfonso J. Gil and Juan Gabriel Cegarra-Navarro emphasize, saying that when a worker realizes that his contribution to the organization is balanced, he increases his level of commitment and participation in the work (J. Gil, Cegarra-Navarro, Tobias, & Marin-Malumbres, 2023, p. 197) Nawaz Nishad and Jagendram Vijayakumar confirmed that empowered employees are proactively involved in the performance of the work and make suggestions to improve the quality of products and services (Nawaz, Gajenderan, Manoharan, & Parayitam, 2024, p. 08) The results of this study also coincide with the presentation of Mathieu Molines and Amar Fall in her 2016 study to French police officers so that the officers showed their dedication to work as a result of their sense of justice and career participation (Molines & fall, 2016, p. 677) tatistical indicator values also indicated in the multiple regression analysis between dimensions (X) and (Y) exclude the existence of an impact relationship depending on the sample's responses to the stimulus dimension (X2) on (Y), and the results show that the value of the BF of the mandate dimension is estimated at (, 382) That is, all that increases the authorization of the Van (Y) unit is increased by (38%), and the value of the determination factor (B) for the stimulus dimension (X2) Value (, 134) that is, it all increases stimulation by van unit (Y) increased by (% 13), and the coefficient (B) value of the task force dimension (X3) I was estimated at (, 292) that is, each excess (X3) in a unit of (Y) is increased by (% 29)

Thus, the development of an organizational map containing flexible bases for the distribution of power and a renewed structure in the contents of training and an uninterrupted network of communication contributes to the formation of a labour base with moral attachment and high affiliation with the institution and with the reception and constant willingness to practice additional voluntary behaviours. This contributes to a healthier working environment that raises employees' individual skills, creates dedicated frameworks and enhances the workforce equipped for excellence. Employees with a high level of dedication are more sincere and engaged in work (Djunaedi, Nimran, Al Musadieq, & Afrianty, 2024, p. 28) More empowered employees often perform better than their less empowered peers. As staff feel empowered and become more involved with authority, they engage in proactive behaviours such as adaptability, flexibility and initiative (GERÇEK, 2023, p. 244) They are the ingredients of functional immersion, which is designed to maintain organizational leadership and the Foundation's position within the value and organizational community, especially since the Civil Defence Foundation for Civil Protection has received general public acceptance, and the current study can be said to have also confirmed the findings of the Ying-Chen Lo, Chongfeng Lu, Ya-Ping Chang and Wu-Fen study. (2024), in that functional immersion and organizational commitment rise with a rise in trust that develops loyalty values, thus empowerment mechanisms can be relied upon as the foundations of transformative leadership to achieve the overall objectives of the institution, which intersects with the results of the study of Nishad Nawaz, Vijayakumar Gajenderan, Madhyvadany Manoharan and Satyanah (2024) about a positive correlation between transformative leadership pattern and empowerment and its impact on maximizing employees' immersion.

## Conclusion

The study found evidence of the impact of managerial empowerment on job immersion and highlighted the implications of emotional, behavioral and cognitive attachment to work and its strength can lead staff to develop additional and positive behaviours outside the official description cards for the post, Thus, the collection of high performance results, where the organizational theoretical narrative considers that empowering employees is one of the best and most important policies in developing employees' interactive qualities such as the spirit of teamwork, innovative skills, unbiased thinking, etc. (Ahmad & Manzoor, 2017, p. 383) which was confirmed by the results of the current field study And as empowerment is an innovative proactive behaviour, that is, increasing autonomy in decision-making, sharing knowledge and parts of the role and taking the burden of the consequences of the enterprise's performance, in parallel with these privileges, there is a need to continuously improve decision-based skills, In the sense of promoting transformative and flexible leadership patterns that contribute to the reconstruction and formulation of employees' subjective concepts in line with the objectives of the Foundation, which is one of the most important behavioural mobilization foundations of the leading institutions. Due to the sensitivity of systemic institutions and the small size of the current study society, future research can expand studies within Algerian public and service institutions, especially the systemic to shed more light on empowerment processes and its effects on the organizational power of its subordinates. In the light of this decline in the level of adjustment of the public institution despite the new global trend towards a new and more open public administration public institutions ", Algeria's systemic and public institutions, in general, continue to move very slowly towards transformative leadership and the foundations of management with objectives.

## Study recommendations

- ✍ Promote effective participation within the overall policy and decision-making framework.
- ✍ Promote public satisfaction based primarily on absorption of general functional redundancy towards incentives and pay systems and the foundations of slow promotion affecting all sectors of public employment.
- ✍ Strengthen training programmes and intensify their courses and the need to improve the quality of trainees in the areas of software and digitization.
- ✍ The need to increase the number of training institutions and centres to include periodically high proportions of protection agents.
- ✍ Value individual and collective initiatives to build a moral and highly affiliated labour base.

## References and sources

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