Digital Empowerment and Its Role in Achieving Organizational Creativity A Field Study at Sonelgaz Corporation – Sidi Okba, Biskra

Nassira Bouyala[1]
[1]University Mohamed Khider Biskra (Algeria), nassira.bouyala@univ-biskra.dz

Received: 01/03/2026 *Accepted: 24/04/2026* *Published:31/05/2026*

Abstract

This study aims to reveal the role of digital empowerment in achieving organizational creativity at the Sonelgaz Corporation in Sidi Okba, Biskra. This is accomplished by identifying the role of (digital delegation of authority, digital communication, and digital training) in achieving organizational creativity.
The study was conducted on a sample of employees from the Sonelgaz Corporation in Sidi Okba, Biskra, consisting of 50 workers. The descriptive approach was adopted, and the questionnaire was used as the primary tool for collecting field data. The collected data were processed using the Statistical Package for the Social Sciences (SPSS), version 25.
The study concluded that digital empowerment has a high contribution to achieving organizational creativity at the Sonelgaz Corporation in Sidi Okba, Biskra.

Keywords: Digital empowerment; Digital delegation of authority; Digital communication; Digital training; Organizational creativity.

***Corresponding author**: Nassira Bouyala, **e-mail:**nassira.bouyala@univ-biskra.dz.*

1. INTRODUCTION

Contemporary organizations operate within rapidly accelerating digital transformations whose impacts are not limited solely to technical aspects, but have extended to reshape organizational structures, work patterns, and professional relationships within institutions. These transformations have imposed the necessity of adopting modern managerial approaches based on the effective utilization of technology and the enhancement of human resource capabilities, considering human capital as a central social actor in the process of organizational change.

Within this context, digital empowerment represents a contemporary organizational approach that seeks to shift employees from a position of mere execution to active participation by providing them with appropriate technological infrastructure, developing their digital competencies, ensuring the smooth flow of information, and involving them in decision-making processes through electronic platforms. From this perspective, empowerment provides an appropriate environment that enables employees to exert their maximum potential in achieving organizational objectives. The importance of digital empowerment lies not only in the use of digital tools but also in the redistribution of knowledge and authority within the organizational system, thereby enhancing autonomy, responsibility, and transforming patterns of professional interaction.

On the other hand, organizational creativity constitutes one of the most important pillars upon which modern organizations rely to ensure continuity and development within a dynamic competitive environment. It reflects the organization's ability to develop its organizational structures, work methods, and managerial practices in accordance with internal and external environmental requirements. Organizational creativity therefore expresses the institution's capacity to generate new, original, and useful ideas, support individual and collective initiatives, and transform them into organizational practices adopted and implemented to improve processes, develop services, and solve problems through innovative approaches. This contributes to improving performance quality, rationalizing costs, enhancing services, and increasing beneficiary satisfaction. Organizational creativity is manifested through originality in proposing ideas, fluency in presenting suggestions, flexibility in dealing with problems, and the continuous ability to develop and improve work methods.

In light of the efforts of the Sonelgaz Corporation—particularly the Sidi Okba unit in the Wilaya of Biskra—to keep pace with modern digitalization trends

and improve performance, the need arises to identify the role of digital empowerment in achieving organizational creativity among its employees. Despite the institution's adoption of several digital mechanisms, achieving organizational creativity remains closely linked to the effectiveness of employing these mechanisms in empowering employees and motivating them toward innovation and initiative. Accordingly, this field study was conducted to answer the following question:

1.1 Main Research Question:

How does digital empowerment contribute to achieving organizational creativity among the employees of the Sonelgaz Corporation in Sidi Okba, Biskra?

1.2 Sub-Questions:

To address the research problem, the following sub-questions were formulated:

1. How does digital delegation of authority contribute to achieving organizational creativity among the employees of the Sonelgaz Corporation in Biskra?
2. How does digital communication contribute to achieving organizational creativity among the employees of the Sonelgaz Corporation in Sidi Okba, Biskra?
3. How does digital training contribute to achieving organizational creativity among the employees of the Sonelgaz Corporation in Sidi Okba, Biskra?

1.3 Study Objectives:

The study aims to reveal the role of digital empowerment in achieving organizational creativity among the employees of the Sonelgaz Corporation in Sidi Okba, Biskra, through:

- Identifying the contribution of digital delegation of authority in achieving organizational creativity among the employees of the Sonelgaz Corporation in Biskra.
- Identifying the contribution of digital communication in achieving organizational creativity among the employees of the Sonelgaz Corporation in Sidi Okba, Biskra.
- Identifying the role of digital training in achieving organizational creativity among the employees of the Sonelgaz Corporation in Sidi Okba, Biskra.

–

1.4 Significance of the Study:

The importance of this study stems from addressing one of the significant topics related to transformations in work practices within organizations under accelerating digitalization, by linking two relatively modern variables. It highlights the interactive relationship between technology and the human element within the organization, as the success of digital transformation can only be achieved through the presence of a supportive social and organizational environment that encourages initiative, participation, and decision-making.

Furthermore, its importance lies in providing benefit to the Sonelgaz Corporation by diagnosing the reality of digital empowerment within the organization and determining the extent of its contribution to enhancing creative behaviors among employees, which supports performance improvement and the achievement of sustainable organizational effectiveness.

1.5 Study Concepts:

1.5.1 Concept of Digital Empowerment:

Linguistically: It refers to the meaning of stability and firmness, and also denotes status, elevation, authority, and capability. It is said that a person attains status among people, meaning he gains importance and prestige among them; thus, he becomes influential. Status refers to rank and high standing (Al-Khatib, 2009, p. 13).

Terminologically: Administrative empowerment is defined as a process aimed at enhancing the position of employees within the organization through developing their knowledge, improving their skills and capabilities, in addition to motivating them to actively participate in decision-making. This is achieved through the availability of a digital environment and resources that enable them to perform their tasks efficiently and independently (Al-Attar, 2012, p. 8).

It is also defined as granting individuals broader digital authorities to exercise control and assume responsibility, with a focus on investing in their capabilities and skills by supporting and encouraging their active participation in decision-making (Al-Ma'ani, 2010, p. 140).

It further refers to increasing attention to employees by expanding their authorities and enriching the quantity of information provided to them through technological and digital media, as well as expanding opportunities for initiative and proactive decision-making to confront problems that hinder their performance (Bowen, 1995, p. 74).

Digital empowerment is also defined as a new phenomenon that emerged with the widespread adoption and development of digital technology, contributing to enhancing innovation in business, promoting consumption and reform, and representing both individual and societal empowerment (Ahmed, Naif, & Gharbi, 2022, p. 82).

Operational Definition: Digital empowerment refers to administrative empowerment based on granting employees the necessary authorities and resources to make decisions and assume responsibility within the Sonelgaz Corporation in Sidi Okba, Wilaya of Biskra. It relies on the optimal use of technological media in granting authority and adopting digital communication and training to enable decision-making and problem-solving within the limits of their responsibilities and delegated powers.

2.5.1 Concept of Organizational Creativity:

Linguistically: The origin of the word creativity is derived from "to create" or "to originate," meaning to produce or establish something without prior example, that is, an unprecedented formulation (Al-Sakarneh, 2011, p. 16).

Terminologically: Organizational creativity is defined as new and useful ideas related to solving specific problems or the collection and recombination of known knowledge patterns into unique forms. Creativity is not limited to the tactical aspect only but extends to machinery, equipment, organizational improvement itself, training outcomes, and job satisfaction, all of which contribute to achieving objectives (Al-Tarawneh, 2012, p. 260).

Organizational creativity also refers to the organization's ability to generate new and useful ideas, solutions, products, or processes through interaction among individuals, teams, and the organizational environment (Teresa, 1993, p. 80).

It is further defined as the production of a new product, service, idea, procedure, or process of value and benefit by individuals working together within a complex social system (Woodman, 1993), in order to reach a creative solution to a problem or a new idea; that is, the ability to generate and create new ideas (Benveniste, 2015, p. 47).

It also expresses a process carried out by individuals, groups, and organizations through multiple stages resulting in new thought or work characterized by the highest possible levels of fluency, flexibility, originality, risk-taking, and sensitivity to problems (Moubaraka & Safaa, 2025).

Operational Definition: Operationally, organizational creativity refers to the ability of employees at the Sonelgaz Corporation in Sidi Okba, Biskra, to generate new ideas or adopt new work methods characterized by originality and flexibility in dealing with situations and solving problems. It is associated with mental fluency and adaptability to various work situations and contributes to achieving the organization's objectives.

2. Methodological Procedures of the Study

2.1 Study Scope

a. Spatial Scope: The spatial scope of the study is represented by the Sonelgaz Corporation located in the district of Sidi Okba, Wilaya of Biskra. It is a national electricity and gas company and a public institution of a commercial and industrial nature, established in 1988. The corporation is responsible for the production, transmission, and distribution of electricity and gas, as well as the development of renewable energy sources.

b. Temporal Scope: The study was conducted in January 2026.

c. Human Scope: The human scope of the study consists of the employees of the Sonelgaz Corporation in Sidi Okba, Biskra, whose total number is estimated at 80 workers. The study was applied to a random sample consisting of 50 employees.

2.2 Study Methodology

In line with the objectives and nature of the study, the descriptive method was used to identify the role of digital empowerment in achieving organizational creativity among the employees of the Sonelgaz Corporation in Sidi Okba, Biskra. This method was employed through two stages: the exploratory stage related to defining and formulating the research problem, and the in-depth diagnostic stage through fieldwork involving data collection, analysis, and presentation of results.

2.3 Data Collection Tool:

Based on the adoption of the descriptive method and the nature of the study sample, the questionnaire was used as the primary tool for collecting field data. It included four main sections:

- The first section concerned the personal data of the respondents.
- The second section was devoted to the contribution of digital delegation of authority to achieving organizational creativity.
- The third section addressed the contribution of digital communication to achieving organizational creativity.

- The fourth section focused on the contribution of digital training to achieving organizational creativity.

The questionnaire consisted of 21 statements and was distributed to 50 employees. Responses were measured using a five-point Likert scale. The validity of the study instrument was examined using Cronbach's Alpha coefficient.

Table No. (1): Reliability and Validity Results of the Questionnaire

Dimensions	Number of Statements	Reliability Coefficient	Validity Coefficient
Second Dimension: Contribution of delegation of authority to achieving organizational creativity	07	0.835	0.913
Third Dimension: Contribution of digital communication in supporting organizational creativity	07	0.761	0.872
Fourth Dimension: Contribution of digital training to achieving organizational creativity	07	0.896	0.946
Questionnaire as a whole	21	0.928	0.963

Source: Prepared by the researcher based on SPSS 25 outputs.

The results presented in the table related to measuring the reliability and validity of the study instrument indicate that the questionnaire possesses a high degree of reliability and internal consistency. The reliability coefficient for the second dimension, related to the contribution of delegation of authority to achieving organizational creativity, reached 0.835, which is a high value indicating good internal consistency among the statements of this dimension. The validity coefficient reached 0.913, confirming that the statements effectively measure their intended purpose.

The third dimension, related to the contribution of digital communication in supporting organizational creativity, recorded a reliability coefficient of 0.761 and a validity coefficient of 0.872. These values are statistically acceptable and indicate that this dimension can be reliably used in statistical analysis.

The fourth dimension, concerning the contribution of digital training to achieving organizational creativity, achieved the highest level of reliability, with a Cronbach's Alpha coefficient of 0.896 and a validity coefficient of 0.946, reflecting strong internal consistency among its statements.

The overall questionnaire recorded a reliability coefficient of 0.928 and a validity coefficient of 0.963, which are very high values, indicating that the study

instrument enjoys a high level of reliability and validity, thereby allowing the achievement of accurate scientific results.

3. Presentation and Discussion of Study Results

3.1 Presentation of the Characteristics of the Study Sample

Table No. (02): Characteristics of the Study Sample

Variable	Variable Categories	Frequency	Percentage (%)
Gender	Male	28	56
	Female	22	44
	Total	50	100
Age	30 years or less	02	04
	30–39 years	12	24
	40–49 years	18	36
	50 years and above	18	36
	Total	50	100
Educational Qualification	Secondary education	08	16
	Bachelor's degree	18	36
	Master's degree	20	40
	Postgraduate studies	04	08
	Total	50	100
Professional Experience	Less than 4 years	00	00
	5–10 years	06	12
	11–15 years	13	26
	More than 15 years	31	62
	Total	50	100

Source: Prepared by the researcher based on SPSS 25 outputs.

The results presented above regarding the distribution of study sample members according to gender indicate a relative variation in the demographic composition of the sample. The number of males reached 28 individuals, representing 56% of the total sample, while females numbered 22 individuals, representing 44%. These results show that males constitute the larger proportion of the sample; however, the difference between genders remains limited, indicating acceptable representation of both genders within the study population. This enhances the objectivity of the results and their potential generalization to a reasonable extent, given the participation of both males and females in responding to the questionnaire. Accordingly, it can be stated that the study sample demonstrates relative gender balance.

The distribution of the study sample according to age indicates diversity

among respondents' age groups. The age group of 30 years or less recorded the lowest percentage at 4%, with a frequency of 2 individuals, reflecting limited representation of younger employees within the study sample.

Individuals aged between 30 and 39 years represented 24% with a frequency of 12 individuals, while the age groups of 40–49 years and 50 years and above ranked first with equal percentages of 36% each, corresponding to 18 individuals in each category. These results reflect the dominance of age groups possessing high professional experience within the institution, indicating that most respondents enjoy professional maturity and work experience that may contribute to providing more accurate opinions regarding the reality of digital empowerment and the level of organizational creativity.

Regarding the distribution of the study sample according to educational qualification, variations in respondents' educational levels are evident. Individuals with secondary education represented 16% with a frequency of 8 individuals, constituting the lowest percentage within the sample. Bachelor's degree holders represented 36% with 18 individuals, while the Master's degree category recorded the highest percentage at 40% with 20 individuals, indicating that the majority of respondents possess advanced university-level education. Postgraduate degree holders represented 8% with a frequency of 4 individuals.

These results reflect the high educational level of the sample members, which enhances their ability to understand the concepts of digital empowerment and comprehend its practices within the institution, in addition to their effective contribution to supporting organizational creativity through possessing specialized scientific knowledge and skills.

The distribution of the study sample according to professional seniority shows variation in years of professional experience among respondents. The category of less than 4 years recorded 0%, indicating the absence of newly recruited employees within the study sample. Individuals with professional experience ranging from 5 to 10 years represented 12% with a frequency of 6 individuals, while those with 11 to 15 years of experience represented 26% with a frequency of 13 individuals.

The category of more than 15 years ranked first with a high percentage of 62%, corresponding to 31 individuals, representing the majority of the sample. These results indicate that most respondents possess extensive professional experience within the institution, enabling them to evaluate the reality of digital

empowerment and the level of organizational creativity more accurately and realistically, given their familiarity with various organizational and technological changes.

3.2 Presentation and Analysis of Data Related to the Second Dimension: Contribution of Digital Delegation of Authority to Achieving Organizational Creativity

Table No. (03): Respondents' Answers on the Contribution of Digital Delegation of Authority to Achieving Organizational Creativity

No.	Statements	Mean	Standard Deviation	Level of Acceptance	Rank
01	The use of digital systems grants me the freedom to make decisions that enhance creativity at work.	3.80	0.728	High	05
02	The authorities granted to me through digital tools contribute to implementing new ideas quickly and effectively.	3.80	0.880	High	06
03	Delegation of authority through electronic platforms enables me to implement creative initiatives without complex administrative constraints.	3.86	1.106	High	03
04	Digital management provides an environment that encourages individual initiative and self-creativity.	4.20	0.832	Very High	01
05	Leaders provide effective digital support for implementing creative ideas.	3.90	0.416	High	02
06	Leadership encourages creative risk-taking through secure and monitored digital tools.	3.66	0.894	High	07
07	My supervisor allows me to participate in decision-making related to digital solutions.	3.84	1.113	High	04
Second Dimension: Contribution of Digital Delegation of Authority to Achieving Organizational Creativity		**3.86**	**0.624**	**High**	/

Source: Prepared by the researcher based on SPSS 25 outputs.

The results presented in the table indicate that the attitudes of the study sample members were positive toward the various statements of the second dimension related to the contribution of delegation of authority to achieving organizational creativity. The overall mean score of the dimension reached 3.86 with a standard deviation of 0.624, indicating a high level of acceptance. This reflects respondents' awareness of the importance of digitally supported delegation of authority in enhancing creativity within the organization.

Statement No. (04), which states that digital management provides an

environment that encourages individual initiative and self-creativity, ranked first with a mean score of 4.20 and a standard deviation of 0.832, representing a very high level of acceptance. This indicates the positive role of the digital environment in motivating employees to innovate and present new ideas.

Statement No. (05), related to leaders providing effective digital support for implementing creative ideas, ranked second with a mean score of 3.90 and a standard deviation of 0.416, reflecting the importance of digital leadership in encouraging organizational creativity.

Statement No. (03), concerning the delegation of authority through electronic platforms to implement creative initiatives without complex administrative constraints, ranked third with a mean score of 3.86, followed by Statement No. (07), related to participation in decision-making associated with digital solutions, with a mean score of 3.84.

Statements No. (01) and (02) ranked fifth and sixth respectively, each with a mean score of 3.80, indicating the contribution of digital systems and granted authorities in supporting creative decision-making and implementing new ideas.

Statement No. (06), which refers to leadership encouraging creative risk-taking through secure digital tools, ranked last with a mean score of 3.66, despite recording a high level of acceptance. This may reflect a degree of organizational caution toward adopting creative risk-taking.

Accordingly, it can be concluded that digitally supported delegation of authority contributes significantly to enhancing organizational creativity within the institution by supporting individual initiative, accelerating decision-making, and empowering employees to implement their innovative ideas.

3.3 Presentation and Analysis of Data Related to the Third Dimension:Contribution of Digital Communication to Achieving Organizational Creativity

Table No. (04): Respondents' Answers on the Contribution of Digital Communication to Achieving Organizational Creativity

No.	Statements	Mean	Standard Deviation	Level of Acceptance	Rank
01	The organization provides digital channels for discussing and exchanging creative ideas among employees.	3.64	0.898	High	07
02	Electronic platforms encourage me to participate in developing innovative solutions.	3.90	0.839	High	05

03	Open digital communication with management increases innovation at work.	4.08	0.600	High	03
04	Virtual meetings contribute to generating shared creative ideas among employees.	4.08	0.778	High	04
05	Digital communication platforms contribute to stimulating creative teamwork.	4.24	0.822	Very High	01
06	Digital communication technologies have helped in rapidly disseminating creative knowledge among employees.	4.16	0.467	High	02
07	Digital communication enhances a culture of innovation and initiative in the work environment.	3.90	0.839	High	06
Third Dimension: Contribution of Digital Communication to Supporting Organizational Creativity		**4.00**	**0.488**	**High**	/

Source: Prepared by the researcher based on SPSS 25 outputs.

The results presented in the table indicate that the attitudes of the study sample members were positive toward the statements of the third dimension related to the contribution of digital communication in supporting organizational creativity. The overall mean score of the dimension reached 4.00 with a standard deviation of 0.488, indicating a high level of acceptance. This reflects respondents' awareness of the importance of digital communication in enhancing innovation within the organization.

Statement No. (05), which states that digital communication platforms contribute to stimulating creative teamwork, ranked first with a mean score of 4.24 and a standard deviation of 0.822, representing a very high level of acceptance. This confirms the effective role of digital communication tools in enhancing cooperation and the exchange of creative ideas among employees.

Statement No. (06), related to the role of digital communication technologies in rapidly disseminating creative knowledge among employees, ranked second with a mean score of 4.16 and a standard deviation of 0.467, reflecting the contribution of digital technology to accelerating knowledge and expertise exchange within the organization.

Statements No. (03) and (04), related respectively to open digital communication with management and virtual meetings, ranked third and fourth with equal mean scores of 4.08, indicating the importance of digital interaction in generating shared creative ideas.

Statements No. (02) and (07) recorded equal mean scores of 3.90, reflecting

the role of electronic platforms in encouraging participation and strengthening a culture of innovation within the work environment.

Statement No. (01), concerning the organization's provision of digital channels for exchanging creative ideas, ranked last with a mean score of 3.64 despite recording a high level of acceptance. This may indicate the organization's need to further develop or expand digital communication channels to better support idea exchange.

Accordingly, it can be concluded that digital communication represents a fundamental element in supporting organizational creativity through enhancing teamwork, accelerating knowledge exchange, and providing an interactive communication environment that encourages innovation within the organization.

3.4 Presentation and Analysis of Data Related to the Fourth Dimension: Contribution of Digital Training to Achieving Organizational Creativity

Table No. (05): Respondents' Answers on the Contribution of Digital Training to Achieving Organizational Creativity

No.	Statements	Mean	Standard Deviation	Level of Acceptance	Rank
01	Digital training programs have contributed to developing my innovative skills.	3.84	1.017	High	05
02	Online courses help me acquire new methods of creative thinking.	4.12	0.824	High	02
03	Digital training has helped me generate new ideas to develop work methods.	4.00	0.808	High	04
04	E-training provides opportunities to exchange innovative experiences with colleagues.	4.18	0.873	High	01
05	Digital training has increased my ability to solve work problems using innovative methods.	4.08	0.986	High	03
06	Digital training has contributed to improving communication and the exchange of ideas among employees to produce creative ideas.	3.80	0.755	High	06
07	The content of digital training courses is linked to the culture of creativity within the organization.	3.76	0.656	High	07
Fourth Dimension: Contribution of Digital Training to Achieving Organizational Creativity		**3.96**	**0.669**	**High**	/

Source: Prepared by the researcher based on SPSS 25 outputs.

The results presented in the table indicate that the attitudes of the study sample members were positive toward the statements of the fourth dimension related to the contribution of digital training in enhancing organizational creativity. The overall mean score of the dimension reached 3.96 with a standard deviation of 0.669, indicating a high level of acceptance. This reflects respondents' appreciation of the role of digital training programs in developing their innovative skills and their ability to provide creative solutions within the organization.

Statement No. (04) ranked first with a mean score of 4.18 and a standard deviation of 0.873, indicating that e-training provides opportunities to exchange innovative experiences with colleagues. This reflects the importance of such programs in enhancing interactive learning and disseminating innovative knowledge among employees.

Statement No. (02) ranked second with a mean score of 4.12 and relates to the role of online courses in acquiring new methods of creative thinking, reflecting the ability of digital training to develop employees' thinking approaches.

Statements No. (05) and (03) ranked third and fourth with mean scores of 4.08 and 4.00 respectively, indicating that digital training contributes to increasing problem-solving abilities and innovating new work methods.

Statements No. (01), (06), and (07) ranked fifth, sixth, and seventh with mean scores ranging between 3.84 and 3.76. This reflects a good level of appreciation for the contributions of digital training, with some variation in respondents' perception of the impact of training content on the overall culture of creativity within the organization.

Accordingly, it can be concluded that digital training represents an effective element in enhancing organizational creativity through developing innovative skills, facilitating knowledge and experience exchange, and stimulating creative thinking among employees, thereby strengthening overall organizational performance within the institution.

4. Study Results

4.1 Contribution of Digital Delegation of Authority to Achieving Organizational Creativity:

The results of the questionnaire showed that the mean score of the statements in the second dimension reached 3.86 with a standard deviation of

0.624, reflecting a high level of acceptance by the sample members regarding the role of delegation of authority in enhancing creativity. The details indicate that statements related to providing an environment that encourages individual initiative (Statement 04) and employees receiving leadership support for implementing creative ideas (Statement 05) ranked highest. This confirms that digitally supported delegation of authority allows employees the freedom to make decisions and take initiative in innovative ideas.

Based on this, the analysis shows that digital delegation of authority represents an effective factor in enhancing organizational creativity by empowering employees to make decisions and take calculated risks.

4.2 Contribution of Digital Communication in Supporting Organizational Creativity:

The mean score for the third dimension reached 4.00 with a standard deviation of 0.488, reflecting a high level of acceptance by the sample members regarding the importance of digital communication in supporting creativity.

The results showed that statements related to stimulating creative teamwork through digital communication platforms (Statement 05) and facilitating the rapid dissemination of creative knowledge among employees (Statement 06) ranked highest. This indicates that digital communication tools significantly contribute to enhancing interaction among employees and exchanging new ideas.

Accordingly, it can be concluded that digital communication is an effective tool for supporting creativity within the organization by providing interactive communication channels, encouraging teamwork, and rapidly and efficiently disseminating knowledge.

4.3 Contribution of Digital Training to Achieving Organizational Creativity:

The results indicated that the mean score of the fourth dimension reached 3.96 with a standard deviation of 0.669, reflecting a high level of acceptance by the sample members regarding the importance of digital training in developing their innovative skills.

Details show that statements related to exchanging innovative experiences among colleagues (Statement 04) and acquiring new methods of creative thinking (Statement 02) ranked first. This confirms the effectiveness of digital training programs and courses in supporting organizational creativity.

Accordingly, digital training contributes to improving employees' abilities in creative thinking, generating new ideas, and solving problems in innovative ways,

which supports the achievement of organizational creativity within the institution. The study reached the following findings:

- **Digitally Supported Delegation of Authority:** It significantly contributes to enhancing organizational creativity, enabling employees to make innovative decisions, implement new ideas quickly and effectively, and apply creative initiatives without complex administrative constraints. The highest levels of acceptance were recorded for statements related to providing an environment that encourages individual initiative and self-creativity. These findings are consistent with those of the study by *Latisa Abdel Halim and Drarni Nasser* (Halim & Nasser, 2019, p. 218).
- **Digital Communication:** It represents an effective tool for supporting organizational creativity by enhancing teamwork, rapidly disseminating creative knowledge, and encouraging participation in developing innovative solutions. Statements related to digital communication platforms and stimulating interaction among employees recorded the highest levels of acceptance, reflecting the positive role of digital tools in creating an innovative and interactive work environment. These results align with the study by *Touir Mbaraka and Mahmoud Omar Mohieddin*, which highlighted that communication is one of the key elements ensuring effective empowerment, thereby achieving organizational objectives (Mbaraka & Omar, 2021).
- **Digital Training:** It contributes tangibly to developing employees' innovative skills by providing them with new methods of creative thinking, motivating them to generate innovative ideas, and facilitating the exchange of experiences with colleagues. Statements related to e-training opportunities for experience exchange and generating solutions recorded the highest levels of acceptance, reflecting the effectiveness of digital training programs in supporting organizational creativity.

5. CONCLUSION

The results of the study clearly indicate that digital empowerment represents a fundamental factor in supporting organizational creativity within the Sonelgaz Sidi Okba–Biskra institution. This is reflected in its high contribution to digitally delegated authority, enhanced digital communication, and digital training. These findings suggest that the organization has made significant progress toward digitizing the work environment and promoting innovation by empowering

employees, providing effective digital communication channels, and implementing innovative training programs.

This, in turn, positively impacts organizational performance quality and the ability to maintain continuous innovation. To achieve leadership in the field, the institution must ensure the continuous availability of effective information and communication systems, the ongoing provision of necessary resources to guarantee the consistent and effective implementation of digital empowerment plans, and the continuous flow of information in all directions and across all levels. Furthermore, information should be made clearer and more transparent to enable appropriate decision-making.

6. Bibliography List

Benveniste, G. V. (2015). *Les secrets des entrepreneurs de la Silicon Valley: Innover pour devenir leader.*Paris: Eyrolles.

Bowen, D. E. (1995). Empowering Service Employees. *Sloan Management Review*, 73–83.

Teresa, A. (1993). *Creativity in Context*. Boulder, CO: Westview Press.

Woodman, R. (1993). Toward a Theory of Organizational Creativity. *Academy of Management Review*, 18(2), 293–321.

Ahmed, H. B., Naif, M., & Gharbi, A. B. (2022). Digital empowerment as a dimension of quality of work life and its relationship with organizational creativity in higher education institutions: A field study on a sample of professors at Tlemcen University. *Insana Journal for Research and Studies*, 13(2), 81–98.

Halim, L. A., & Nasser, D. (2019). The role of administrative empowerment in employee creativity: A case study of the commercial institution of Algeria Telecom – Biskra branch. *Journal of Human Economics*, 209–222.

Al-Khatib, H. T. (2009). *Empowerment: Foundations and Methods*. Abu Dhabi, UAE: National Library Publishing.

Al-Sakarna, B. K. (2011). *Administrative Creativity*. Amman, Jordan: Al-Maseera Publishing and Distribution.

Al-Tarawneh, A. (2012). *Organization Theory*. Amman, Jordan: Hamid Publishing.

Al-Attar, M. H. (2012). The extent of practicing administrative empowerment and its impact on employee creativity. Gaza, Palestine: Islamic University.

Al-Ma'ani, A. A. (2010). *Modern Public Administration*. Amman, Jordan: Amjad Publishing and Distribution.

Mbaraka, T., & Omar, M. A. (2021). The role of administrative empowerment in developing economic institutions. *Modern Economy and Sustainable Development*, 4(1), 40–58.

Aqel, S. (1977). *English-Arabic Psychology Dictionary*.Beirut: Dar Al-Malayeen.

Mbaraka, R., & Safaa, B. (2025). The impact of administrative empowerment on employee creativity in higher education institutions: A case study of the Faculty of Law and Political Science, Mohamed Khider University – Biskra. *Journal of Economic and Administrative Research*, 19(2), 25–55.