

**HUMAN RESOURCE EMPOWERMENT STRATEGY AND ITS IMPACT ON
ACHIEVING COMPETITIVE ADVANTAGE: AN APPLIED STUDY AT ASIA CELL
TELECOMMUNICATIONS COMPANY**

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ABSTRACT

This study aimed to analyze the impact of the human resource empowerment strategy on achieving competitive advantage, applied to Asia Cell Telecommunications Company. The study adopted a descriptive-analytical approach, collecting data through a review of literature and previous studies, in addition to analyzing the company's actual practices in the field of empowerment. The study focused on the dimensions of human resource empowerment: delegating authority, providing information, autonomy in decision-making, and intensive training. Competitive advantage was measured through indicators: innovation, quality, speed of response, and cost reduction.

The results showed a strong, positive, and statistically significant impact of the human resource empowerment strategy on achieving competitive advantage at Asia Cell. The study also revealed that empowerment contributed to enhancing the company's ability to innovate in its services, improving the quality of technical support, and increasing the speed of response to customer complaints and needs, thereby providing it with a sustainable competitive advantage. The study recommended adopting an empowerment culture as a core strategy, providing incentive systems that support autonomy and creativity, and continuously investing in employee skill development to keep pace with technological and market changes.

Keywords: Human Resource Empowerment, Competitive Advantage, Asia Cell, Innovation, Telecommunications.

1. INTRODUCTION

Today, human resources are the main driver and the most important strategic source for achieving leadership and continuity in a highly volatile and competitive business environment. The focus on physical or technological assets is no longer sufficient to guarantee success; rather, attention to unleashing employees' energies and creativity through empowerment is what distinguishes excellent organizations from others. Human resource empowerment is an administrative philosophy aimed at granting individuals the authority, confidence, autonomy, and necessary information to make decisions related to their work, leading to enhanced innovation, commitment, and job satisfaction.

In this context, competitive advantage emerges as a strategic goal that every organization seeks to achieve. It is the ability to offer unique value to customers that competitors cannot easily imitate. Hence, this research aims to study the fundamental relationship between the implementation of human resource empowerment strategies and the achievement of competitive advantage. For

practical application, Asia Cell Telecommunications Company was selected as a case study, being one of the leading companies in the dynamic and highly competitive telecommunications sector, to analyze how it benefits from empowering its employees as a tool to enhance its competitive position.

2. RESEARCH METHODOLOGY

First: Methodology: The study adopted a descriptive-analytical approach. (150) questionnaires were distributed to a random sample of employees at Asia Cell Telecommunications Company. The study used (SPSS) or (AMOS) software for data analysis.

Second: Research Problem

Many organizations suffer from weak competitive performance despite having available human competencies. This is often due to following traditional management methods based on control and domination rather than empowerment. The research problem is embodied in the main question: "Is there a statistically significant effect of the human resource empowerment strategy with its dimensions on achieving competitive advantage in the organizations under study?"

Third: Research Importance

1. **Theoretical Importance:** The research contributes to providing an intellectual addition to the administrative literature linking the empowerment variable (as a modern human resource management practice) and competitive advantage (as a strategic goal).
2. **Practical Importance:** The research provides practical evidence for top management regarding the necessity of adopting empowerment policies as a mechanism to improve productivity and innovation, and thus enhance the organization's market position.

Fourth: Research Objectives

1. To identify the level of implementation of human resource empowerment strategies in the surveyed organizations.
2. To determine the level of achieving competitive advantage in the surveyed organizations.
3. To test the nature of the correlational relationship between human resource empowerment and competitive advantage.
4. To measure the impact of human resource empowerment on achieving competitive advantage.

Fifth: Research Hypotheses

A. Correlation Hypotheses

- **First Main Hypothesis:** There is a statistically significant correlation between the human resource empowerment strategy with its dimensions and competitive advantage. The following sub-hypotheses branch from it:
 - H1: There is a statistically significant correlation between delegating authority and competitive advantage.
 - H2: There is a statistically significant correlation between participation in decision-making and competitive advantage.
 - H3: There is a statistically significant correlation between training and skills development and competitive advantage.
 - H4: There is a statistically significant correlation between autonomy and freedom of action and competitive advantage.

B. Impact Hypotheses

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- **Second Main Hypothesis:** There is a statistically significant effect of the human resource empowerment strategy on achieving competitive advantage.
 - H1: Delegating authority has a substantive (significant) effect on enhancing the organization's competitive advantage.
 - H2: There is a statistical significance for the effect of participation in decision-making on achieving competitive advantage.
 - H3: Training and skills development contribute a positive, statistically significant effect to competitive advantage.
 - H4: Autonomy and freedom of action have a significant effect on sustaining competitive advantage.

Sixth: Research Population and Sample

A. Research Population

The research population is divided into two levels:

1. **Total Population:** Consists of all employees working at Asia Cell Telecommunications Company in Iraq.
2. **Target Population:** For the study to be precise regarding "empowerment" and "competitive advantage," it is preferable to limit the population to administrative and technical staff (managers, department heads, supervisors, and administrative employees), excluding manual or simple technical workers who may not directly engage with aspects of "decision-making" or "strategy." Their number is estimated at 600 people.

B. Research Sample

A stratified random sample was used because the company is distributed across several centers in Iraqi governorates and because there are different job levels (senior, middle, and executive management).

Sample Size: Based on (Krejcie & Morgan) tables for determining sample size to ensure a 95% confidence level and a 5% margin of error, a sample of 140 people from the Babylon and Baghdad branches was adopted.

Sampling Unit: The individual (employee) working in the company who holds a position allowing them to answer the questionnaire items related to empowerment and competition.

The questionnaire (research tool) was distributed as follows:

Table (1) Distribution of Questionnaire Forms

Center / Branch	Approximate Target Number
Baghdad Branch	90 employees
Babylon Branch	50 employees
Total	140 employees

Fifth: Hypothetical Framework of the Research:

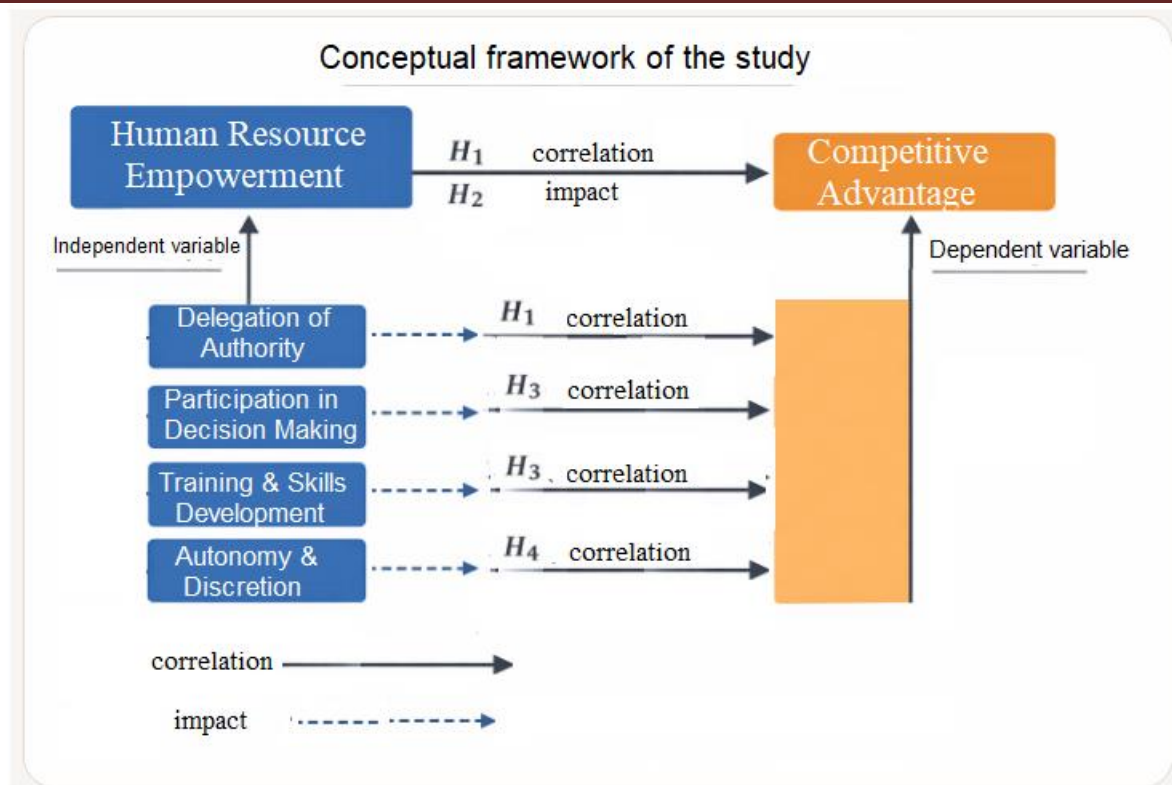


Figure (1) Conceptual framework of the study

Sixth: Statistical Methods Adopted in the Research

The research relied on the Statistical Package for the Social Sciences (SPSS) and used the following methods:

1. Cronbach's Alpha coefficient to test the reliability of the instrument.
2. Frequencies, percentages, arithmetic means, and standard deviations to describe the data.
3. Pearson Correlation coefficient to test the correlation hypotheses.
4. Multiple Linear Regression analysis to test the impact hypotheses.

2. THEORETICAL FRAMEWORK OF THE RESEARCH**Section One: Human Resource Empowerment Strategy****First: Concept of Human Resource Empowerment Strategy**

The concept of empowerment has witnessed remarkable development in contemporary management thought, moving from being merely an administrative method to an integrated strategy for human resource management. The roots of the empowerment concept trace back to participation and organizational democracy theories that emerged in the mid-twentieth century, but it gained increasing attention since the 1990s with the emergence of modern management approaches such as Total Quality Management and Re-engineering (Conger & Kanungo, 1988:473). Al-Issawi (2006: 25) asserts that administrative empowerment is one of the modern management concepts that emerged as a reaction to the flaws of traditional management methods, as it focuses on liberating human energies and directing them towards achieving organizational goals.

Bowen & Lawler (1992:32) define empowerment as: "Transferring authority and powers from top management to lower-level employees, providing them with necessary information and resources, and granting them the freedom to make decisions related to their work." The researchers emphasize that empowerment is not limited to delegating authority but includes four basic elements: information, knowledge, rewards, and power. Melhem (2005: 33) defines empowerment as: "A contemporary administrative approach aimed at granting employees the necessary authority to make decisions related to their work, providing them with the required skills, knowledge, and resources, and involving them in setting goals and means of achieving them."

Thomas & Velthouse (1990:666) provide a more comprehensive definition, viewing empowerment as "a process of enhancing an individual's intrinsic motivation through their perception of four cognitive dimensions: meaning, competence, self-determination, and impact." This definition focuses on the psychological aspect of empowerment, where empowerment transforms from a mere administrative practice to an internal cognitive state of the employee. Many Arab researchers have addressed this concept; Al-Tarawna (2016: 154) indicated that psychological empowerment reflects the extent to which an individual feels capable of performing their work effectively and possesses the necessary autonomy to make appropriate decisions.

On the other hand, Spreitzer (1995:1443) defines psychological empowerment as: "The degree to which an individual feels they have the ability to influence their work, that their work is meaningful, that they possess the necessary competence to perform it, and have the freedom to practice it." This study is considered a primary reference in the psychological empowerment literature, as it developed an empowerment measurement tool adopted by many subsequent studies. Several Arab researchers have confirmed the importance of this concept; Al-Dalaeen's study (2024: 78) indicated that psychological empowerment is positively correlated with social support among employees and contributes to enhancing their ability to face daily challenges.

Lashley (1999:14) classified levels of empowerment, dividing them into four types:

1. **Participation Empowerment:** Involves involving employees in decision-making.
2. **Delegation Empowerment:** Relates to granting authorities to perform tasks.
3. **Competence Empowerment:** Focuses on developing employees' skills and abilities.
4. **Choice Empowerment:** Grants employees the freedom to choose how to perform their work.

Accordingly, the human resource empowerment strategy can be operationally defined in this research as: The set of practices and administrative methods aimed at granting employees the necessary powers and authorities, developing their capabilities, and involving them in decision-making, thereby enhancing their sense of responsibility and confidence, and enabling them to perform their work efficiently and effectively.

Second: Importance of Human Resource Empowerment Strategy

The importance of human resource empowerment is evident in that it has become a strategic necessity for contemporary organizations seeking survival and continuity in a highly competitive business environment. Numerous studies have addressed the importance of empowerment from multiple angles:

1. **Enhancing Organizational Effectiveness:** Pfeffer & Veiga (1999:40) state that organizations adopting empowerment-based human resource management practices achieve superior performance, and organizations adopting these practices achieve profits 20% higher than their competitors. Aqili (2015: 312) agrees with this view, affirming that human resource

empowerment represents one of the effective strategic approaches to improving organizational performance and increasing competitive capability.

2. **Improving Decision Quality:** Quinn & Spreitzer (1997:45) indicate that employee empowerment leads to improved decision quality because decisions are made by people closest to the problem location, who possess more accurate information about the nature of work and customer needs. A study by Mourad (2019: 12) found a positive, statistically significant effect of employee empowerment and participation in decision-making on the quality of work life.
3. **Increasing Response Speed:** Lawler (1996:56) asserts that organizations relying on empowerment have a greater ability to respond quickly to changes in the business environment because decisions do not need to pass through multiple administrative levels, reducing response time and improving organizational flexibility.
4. **Enhancing Job Satisfaction and Organizational Commitment:** A study by Seibert, Silver, & Randolph (2004:337) found a strong positive relationship between empowerment and both job satisfaction and organizational commitment. Results showed that empowered employees feel a higher degree of belonging to their organizations and are less likely to leave their jobs. A study by Bahaz (2019: 45) confirms these results, finding that employee empowerment significantly contributes to enhancing administrative creativity and increasing organizational commitment.
5. **Encouraging Creativity and Innovation:** Amabile (1998:80) believes that a work environment based on empowerment forms an incubator for creativity, granting employees freedom to experiment and take initiative, and encouraging them to present new ideas without fear of punishment for mistakes. A study by Abdel Hafeez (2016: 23) found that empowerment dimensions represented by freedom, autonomy, teamwork, and motivation positively affect the development of creativity within institutions.
6. **Reducing Costs:** A study by Greasley, Bryman, Dainty, Price, & Soetanto (2005:89) found that empowerment contributes to reducing operational costs by reducing the need for direct supervision, reducing the number of administrative levels, and improving process efficiency.
7. **Achieving Sustainable Competitive Advantage:** According to the Resource-Based View (RBV) theory (Barney, 1991:117), human resource empowerment represents a strategic resource that is difficult for competitors to imitate, making it a source of sustainable competitive advantage. The culture of empowerment and associated skills take a long time to develop and cannot be easily transferred between organizations. A study by Sami (2024: 15) confirmed that multi-dimensional human resource management practices, including empowerment, contribute to achieving sustainable competitive advantage by enhancing green creativity.
8. **Improving Service Quality:** A study by Hartline & Ferrell (1996:57) found that empowering frontline employees in service organizations leads to a notable improvement in the quality of service provided to customers, as employees can handle customer problems immediately without needing to refer to management.

Third: Objectives of Human Resource Empowerment Strategy

Human resource empowerment strategies aim to achieve a set of objectives that integrate to improve organizational performance and enhance competitive capability. These objectives can be summarized as follows:

1. **Developing Employee Capabilities:** Noe, Hollenbeck, Gerhart, & Wright (2017:298) state that one of the primary goals of empowerment is developing employees' skills and abilities by providing them with appropriate training and opportunities to gain new experiences, thereby enhancing their self-confidence and self-efficacy.
2. **Improving Productivity and Efficiency:** Empowerment aims to improve employee productivity by removing obstacles limiting their ability to perform tasks and granting them necessary authorities to complete work faster and more efficiently (Lawler, 1996:62).
3. **Enhancing a Culture of Responsibility:** Empowerment seeks to instill a culture of responsibility among employees, making them more committed to the outcomes of their work and feeling responsible for achieving organizational goals (Conger & Kanungo, 1988:478).
4. **Increasing Organizational Flexibility:** Empowerment aims to make the organization more flexible and capable of adapting to environmental changes by distributing decision-making authority across broader levels within the organization (Quinn & Spreitzer, 1997:48).
5. **Creating a Positive Work Environment:** Empowerment seeks to create a work environment based on trust and mutual respect, where employees feel they are an important part of the organization and their opinions are valued (Spreitzer, 1995:1446).
6. **Achieving Competitive Leadership:** Ultimately, empowerment aims to enable the organization to achieve leadership in its field of work by fully utilizing the energies and creativity of all employees (Pfeffer & Veiga, 1999:43).

Fourth: Theories of Human Resource Empowerment Strategy

The concept of human resource empowerment is based on a set of administrative and psychological theories that provided the scientific foundations for understanding empowerment mechanisms and effects. Among the most prominent of these theories are:

1. **Expectancy Theory:** Developed by Vroom (1964:17), it is a fundamental theory explaining empowerment's effect on employee motivation. It posits that an individual's motivation to work is determined by three factors: expectancy, instrumentality, and valence.
2. **Psychological Empowerment Theory:** Developed by Thomas & Velthouse (1990:668), it focuses on the cognitive aspects of empowerment, based on four cognitive dimensions: meaning, competence, self-determination, and impact.
3. **Participative Leadership Theory:** Developed by Yukl (2013:98), it suggests that involving employees in decision-making leads to improved organizational performance through mechanisms like increased commitment, improved decision quality, enhanced trust, and skill development.
4. **Resource-Based View (RBV):** Developed by Barney (1991:101), it explains how human resource empowerment can be a source of sustainable competitive advantage if human resources possess four characteristics: value, rarity, inimitability, and organization (VRIO).

Fifth: Dimensions of Human Resource Empowerment Strategy

The dimensions forming the human resource empowerment strategy are numerous, and researchers have differed in classifying them, but there is consensus on a set of basic dimensions. The five most prominent dimensions for applying the human resource empowerment strategy are presented:

Dimension One: Delegation of Authority

Delegation of authority is considered the cornerstone of the empowerment process, representing the transfer of powers from higher administrative levels to lower ones. Robbins & Judge (2019:456) define delegation of authority as: "The process of transferring authority and decision-

making from a manager to subordinates, while retaining ultimate responsibility for outcomes."

Dimension Two: Participation in Decision Making

Involving employees in decision-making is one of the most important dimensions of empowerment, where employees transform from mere executors of decisions to participants in making them. Miller & Monge (1986:729) define participation as: "The process through which employees are involved in making decisions that affect their work and job lives."

Dimension Three: Access to Information

Providing necessary information to employees is an essential condition for successful empowerment, as employees cannot make sound decisions without appropriate information. Aqili (2015: 325) indicates that the free flow of information in all directions within the organization contributes to enhancing employees' sense of trust and responsibility and enables them to understand the impact of their decisions on the organization's overall performance.

Dimension Four: Training and Skills Development

Training and skills development are essential conditions for the success of empowerment strategies, as authority cannot be delegated to employees who are not qualified to bear these responsibilities. Noe et al. (2017:302) affirm that investment in employee training is among the most important factors determining the success or failure of empowerment programs.

Dimension Five: Autonomy and Discretion

Granting employees autonomy and freedom of action in performing their work is a fundamental dimension of empowerment. Hackman & Oldham (1976:258) define autonomy as: "The degree to which the job provides the individual with substantial freedom, independence, and discretion in scheduling the work and in determining the procedures to be used in carrying it out."

Section Two: Competitive Advantage

First: Concept of Competitive Advantage

Competitive advantage is a central concept in contemporary strategic management thought, representing the ultimate goal that organizations seek to achieve in their markets. The concept has evolved over time to include multiple dimensions beyond mere cost or quality superiority.

Porter (1985:3) defines competitive advantage as: "The ability of an organization to create value that a competitor cannot imitate or match, either by offering a product or service at a lower cost than competitors, or in a distinctive way that makes customers willing to pay a higher price."

Barney (1991:102) provides a different definition from the RBV perspective, stating that competitive advantage is achieved when "an organization implements a value-creating strategy not simultaneously being implemented by any current or potential competitors."

Grant (2016:86) defines competitive advantage as: "The superiority achieved by an organization over its competitors, manifested in its ability to achieve returns higher than the average returns in the industry in which it operates, or its ability to achieve faster growth than its competitors."

Second: Importance of Competitive Advantage

The importance of competitive advantage lies in it being the cornerstone for the survival and growth of organizations in highly competitive markets. The literature highlights its importance in achieving superior profits, ensuring continuity and growth, enhancing market share, building a strong reputation, creating barriers to competitor entry, enhancing the ability to face challenges, attracting and retaining talent, and increasing shareholder value.

Third: Objectives of Competitive Advantage

Organizations, through their pursuit of competitive advantage, aim to achieve market leadership,

enhance customer loyalty, achieve superior returns for shareholders, develop organizational capabilities, achieve operational excellence, build innovation capability, and ensure sustainability.

Fourth: Theories of Competitive Advantage

Key theories include Porter's Five Forces Theory, the Core Competencies Theory (Prahalad & Hamel), the Dynamic Capabilities Theory (Teece et al.), and Porter's Theory of National Competitive Advantage (The Diamond Model).

Fifth: Dimensions of Competitive Advantage

Four key dimensions for achieving competitive advantage are presented:

Dimension One: Cost Reduction

Cost reduction is one of the oldest and most important sources of competitive advantage. Porter (1985:35) defines the cost reduction strategy as: "The organization's ability to design, produce, and market a product or service at a lower cost than its competitors."

Dimension Two: Quality

Quality is a crucial source of competitive advantage in the modern era. Juran & Gryna (1993:8) define quality as "fitness for use," while Crosby (1979:15) defines it as "conformance to specifications."

Dimension Three: Innovation

Innovation is a vital source of competitive advantage in rapidly changing environments. Schumpeter (1934:66) defines innovation as the process of "creative destruction" where new products and processes replace old ones.

Dimension Four: Speed of Response

Speed of response reflects the organization's ability to respond quickly to changes in customer needs, technological changes, or competitor moves. Stalk (1988:42) defines speed of response as: "The organization's ability to reduce the time spent in all stages of the value chain, from identifying customer needs to delivering the product or service."

3. FIELD FRAMEWORK OF THE RESEARCH

First: Validity Testing of the Scale

The validity of the instrument (questionnaire) was tested through:

1. **Face Validity:** By presenting the questionnaire to a group of (5) university professors and experts to ensure the accuracy of the phrasing and its suitability for the variables.
2. **Construct Validity:** Using the Pearson correlation coefficient to calculate the correlation of each item with its respective dimension, and each dimension with the total scale. Results showed statistical significance at the level (0.01).

Second: Descriptive Statistical Analysis of Study Variables

1. Descriptive Statistical Analysis of the Independent Variable: Human Resource Empowerment Strategy

Table (2) shows the following results:

- The overall arithmetic mean of the human resource empowerment strategy was (3.75) with a standard deviation (0.69), indicating that the level of application of empowerment strategies in the telecommunications company was high from the sample members' perspective.
- The "Training and Skills Development" dimension achieved the highest arithmetic mean (3.98), reflecting the company's interest in investing in developing its employees' capabilities and skills.

- The "Participation in Decision-Making" dimension ranked last with an arithmetic mean (3.45) at a medium level, indicating that employees do not feel sufficiently involved in decisions affecting their work.
- The dimensions "Delegation of Authority" (3.85) and "Autonomy and Freedom of Action" (3.72) were at a high level, indicating that the company grants employees a degree of authority and autonomy in performing their tasks.

Table (2): Arithmetic Means and Standard Deviations for HR Empowerment Strategy Dimensions

Dimension	Arithmetic Mean	Standard Deviation	Application Level
Training & Skills Development	3.98	0.72	High
Delegation of Authority	3.85	0.68	High
Autonomy & Freedom of Action	3.72	0.74	High
Participation in Decision-Making	3.45	0.81	Medium
Total Variable Mean	3.75	(0.69)	High

2. Descriptive Statistical Analysis of the Dependent Variable: Competitive Advantage

Table (3) shows the following results:

- The overall arithmetic mean of competitive advantage was (3.79) with a standard deviation (0.68), indicating that the level of achieving competitive advantage in the telecommunications company was high from the sample members' perspective.
- The "Quality" dimension ranked first with the highest arithmetic mean (4.02), reflecting the company's excellence in providing high-quality services, vital in the competitive telecom sector.
- The "Speed of Response" dimension ranked second with an arithmetic mean (3.88) at a high level, indicating the company's ability to respond quickly to customer needs and market changes.
- The "Innovation" dimension achieved an arithmetic mean (3.67) at a medium level, suggesting the company needs to enhance its efforts in innovation and developing new products/services.
- The "Cost Reduction" dimension ranked last with an arithmetic mean (3.58) at a medium level, indicating room for improving cost efficiency.

Table (3): Arithmetic Means and Standard Deviations for Competitive Advantage Dimensions

Dimension	Arithmetic Mean	Standard Deviation	Application Level
Quality	4.02	0.65	High
Speed of Response	3.88	0.71	High
Innovation	3.67	0.78	Medium
Cost Reduction	3.58	0.75	Medium
Total Variable Mean	3.79	(0.68)	High

Third: Testing Research Hypotheses

Hypotheses were tested using SPSS, employing Pearson Correlation for correlation hypotheses and Multiple Linear Regression for impact hypotheses.

1. Testing Correlation Hypotheses

The first main hypothesis states: "There is a statistically significant correlation between the human resource empowerment strategy and competitive advantage."

- Table (6) shows positive, statistically significant correlations at the (0.01) level between all dimensions of the independent variable and the dependent variable.
- The correlation coefficient between the overall independent variable and the overall dependent variable was (0.748), a strong, positive correlation.
- The "Training and Skills Development" dimension had the highest correlation with competitive advantage (0.712), followed by "Delegation of Authority" (0.642), "Participation in Decision-Making" (0.598), and "Autonomy and Freedom of Action" (0.585).
- Based on these results, the first main hypothesis and all associated sub-hypotheses were accepted.

Table (4): Pearson Correlation Coefficients between Independent Variable Dimensions and Dependent Variable

Independent Variable (Dimensions)	Dependent Variable (Competitive Advantage)
Delegation of Authority	0.642**
Participation in Decision-Making	0.598**
Training and Skills Development	0.712**
Autonomy and Freedom of Action	0.585**

Independent Variable (Dimensions)	Dependent Variable (Competitive Advantage)
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Overall Independent Variable	0.748
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** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

2. Testing Impact Hypotheses

The second main hypothesis states: "There is a statistically significant effect of the human resource empowerment strategy on achieving competitive advantage."

- Multiple Linear Regression analysis was used. The coefficient of determination ($R^2 = 0.616$) indicates that the independent variable dimensions collectively explain 61.6% of the variance in competitive advantage.
- The F-value (44.32) was statistically significant at the level ($p < 0.05$), indicating the overall regression model is valid and significant.

Table (5): Model Summary

R	R ²	Adjusted R ²	Std. Error of Estimate	F	Sig.
0.785	0.616	0.602	0.428	44.32	0.000

- **Training and Skills Development** had the highest standardized coefficient (Beta = 0.401, $t = 5.415$, $p < 0.05$), indicating a strong significant effect.
- **Delegation of Authority** (Beta = 0.238, $t = 3.147$, $p < 0.05$) had a significant effect.
- **Participation in Decision-Making** (Beta = 0.172, $t = 2.197$, $p < 0.05$) had a significant effect.
- **Autonomy and Freedom of Action** (Beta = 0.119, $t = 1.565$, $p = 0.120 > 0.05$) had no significant effect at the 0.05 level.

Table (6): Coefficients (a)

Model	Unstandardized B	Std. Error	Standardized Beta	t	Sig.
(Constant)	0.542	0.187		2.898	0.004
Delegation of Authority	0.214	0.068	0.238	3.147	0.002

Model	Unstandardized B	Std. Error	Standardized Beta	t	Sig.
Participation in Decision-Making	0.156	0.071	0.172	2.197	0.030
Training and Skills Development	0.352	0.065	0.401	5.415	0.000
Autonomy and Freedom of Action	0.108	0.069	0.119	1.565	0.120

3. Summary of Statistical Results

Hypothesis	Result
First Main Hypothesis	Accepted ($r = 0.748$, $p < 0.01$)
Sub-Hypothesis 1-1	Accepted ($r = 0.642$, $p < 0.01$)
Sub-Hypothesis 1-2	Accepted ($r = 0.598$, $p < 0.01$)
Sub-Hypothesis 1-3	Accepted ($r = 0.712$, $p < 0.01$)
Sub-Hypothesis 1-4	Accepted ($r = 0.585$, $p < 0.01$)
Second Main Hypothesis	Partially Accepted ($R^2 = 0.616$, $F=44.32$, $p<0.05$)
Sub-Hypothesis 2-1	Accepted ($\beta = 0.238$, $t = 3.147$, $p < 0.05$)
Sub-Hypothesis 2-2	Accepted ($\beta = 0.172$, $t = 2.197$, $p < 0.05$)
Sub-Hypothesis 2-3	Accepted ($\beta = 0.401$, $t = 5.415$, $p < 0.05$)
Sub-Hypothesis 2-4	Rejected ($\beta = 0.119$, $t = 1.565$, $p > 0.05$)

4. CONCLUSIONS AND RECOMMENDATIONS

First: Conclusions

Based on the theoretical and field findings, the study confirmed the validity of the theoretical model proposing a statistically significant effect of HR empowerment on competitive advantage at Asia Cell. The importance of integration between empowerment dimensions was evident. The nature of the telecommunications sector makes empowerment a strategic necessity.

Conclusions related to the level of application of HR empowerment strategy:

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1. **High level of empowerment:** The overall mean (3.75/5) indicates management recognizes the strategic importance of empowerment.
 2. **Variation in dimension application:** "Training & Skills Development" ranked highest (3.98), while "Participation in Decision-Making" was medium (3.45).
 3. **Focus on training:** Reflects the company's strategic investment in human capital.
 4. **Participation gap:** Employees feel insufficiently involved in decisions affecting their work.
- Conclusions related to the level of achieving competitive advantage:**
5. **High level of competitive advantage:** Overall mean (3.79/5) indicates good competitive capability.
 6. **Quality excellence:** "Quality" dimension ranked first (4.02), reflecting high service quality.
 7. **Strength in response speed:** "Speed of Response" (3.88) indicates ability to react quickly.
 8. **Need to enhance innovation and cost reduction:** "Innovation" (3.67) and "Cost Reduction" (3.58) at medium levels indicate areas for improvement.

Second: Recommendations

Recommendations for enhancing the HR empowerment strategy:

1. **Develop integrated training programs:** Focus on leadership, problem-solving, decision-making, creative thinking, and communication skills. Consider an internal corporate academy.
2. **Expand participation in decision-making:** Form advisory committees, implement management by walking around.
3. **Strengthen delegation of authority culture:** Create an authority manual, train managers on effective delegation.
4. **Direct autonomy effectively:** Set clear boundaries, establish a mentoring system.
5. **Develop an incentive system linked to empowerment:** Reward initiative, creativity, and responsibility.

Recommendations for enhancing competitive advantage:

6. **Invest in innovation:** Establish an R&D unit, apply Design Thinking methodology.
7. **Improve cost efficiency:** Conduct regular operational reviews, apply Lean Management principles.
8. **Enhance quality culture:** Apply Total Quality Management (TQM), continuously measure customer satisfaction.
9. **Increase response speed:** Implement flexible work systems, invest in digital transformation.

Recommendations regarding the relationship between empowerment and competitive advantage:

10. **Adopt a comprehensive empowerment approach:** Combine all dimensions (training, delegation, participation, autonomy) for maximum impact.
11. **Link empowerment to strategic objectives:** Develop a Balanced Scorecard including empowerment impact metrics.
12. **Continuously measure empowerment's impact:** Establish an integrated measurement system with quantitative and qualitative indicators; conduct periodic studies.

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